



Partnership and Place Overview and Scrutiny Committee

Thursday 29 March 2012 at 7.30 pm

Committee Room 4, Brent Town Hall, Forty Lane,
Wembley, HA9 9HD

Membership:

Members

Councillors:

Van Kalwala (Chair)
Clues (Vice-Chair)
Brown
Harrison
Hirani
Naheerathan
HB Patel
RS Patel

first alternates

Councillors:

Ogunro
Matthews
Lorber
Oladapo
Aden
Al-Ebadi
Colwill
Chohan

second alternates

Councillors:

Daly
Allie
Leaman
Ketan Sheth
Adeyeye
Beckman
Kansagra
S Choudhary

For further information contact: Toby Howes, Senior Democratic Services Officer
020 8937 1307 toby.howes@brent.gov.uk

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www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item **Page**

1 Declarations of personal and prejudicial interests

Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on the agenda.

2 Deputations

3 Minutes of the previous meeting 1 - 6

The minutes are attached.

4 Matters arising

5 Brent's Council for Voluntary Services 7 - 34

In December 2010 members of the Partnership and Place Overview and Scrutiny Committee received a report on the development of a voluntary sector strategy in Brent. At the time a new Council for Voluntary Services was being developed by the sector and members asked for representatives of the new CVS to return to the committee once their business plans were developed.

Ward Affected: All Wards **Contact Officer:** Jacqueline Casson,
Senior Policy Officer
Tel: 020 8937 1134
jacqueline.casson@brent.gov.uk

6 Complex Families

A presentation providing an overview of the Complex Families Project which is being developed by the council and partner agencies will be delivered to the committee by Joanna McCormick (Partnerships Co-ordinator). The aim of the project is to pilot multi agency early intervention with a cohort of families in the borough.

Ward Affected: All Wards **Contact Officer:** Jacqueline Casson,
Senior Policy Officer
Tel: 020 8937 1134

7 Community Safety Updates

35 - 44

A report on the crime performance indicators is attached. Members will be given a presentation of the draft crime strategy. There is also a briefing on the Mayor's office for Police and Crime attached.

Ward Affected: All Wards **Contact Officer:** Jacqueline Casson,
Senior Policy Officer
Tel: 020 8937 1134
jacqueline.casson@brent.gov.uk

8 Policing and Community Safety in an era of public spending cuts

45 - 48

The context within which Policing and Community Safety is delivered, has changed over the last two years. The attached task group scope sets out these changes and the key issues that a task group could address.

Ward Affected: All Wards **Contact Officer:** Jacqueline Casson,
Senior Policy Officer
Tel: 020 8937 1134
jacqueline.casson@brent.gov.uk

9 Date of next meeting

The date of the next meeting of the Partnership and Place Overview and Scrutiny Committee meeting will be agreed at the Annual Meeting of the Council in May 2012.

10 Any other urgent business

Notice of items raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.
 - Toilets are available on the second floor.
 - Catering facilities can be found on the first floor near the Paul Daisley Hall.
 - A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

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MINUTES OF THE PARTNERSHIP AND PLACE OVERVIEW AND SCRUTINY COMMITTEE

Thursday 9 February 2012 at 7.30 pm

PRESENT: Councillor Van Kalwala (Chair) and Councillors Harrison, Hirani, Naheerathan and RS Patel

Also Present: Councillors Beswick (Lead Member for Crime and Public Safety), Butt (Deputy Leader and Lead Member for Resources), Cheese and S Choudhary

Apologies were received from: Councillors Clues, Brown and HB Patel

1. **Declarations of personal and prejudicial interests**

None declared.

2. **Minutes of the previous meeting held on 13 December 2011**

RESOLVED:-

that the minutes of the previous meeting held on 13 December 2011 be approved as an accurate record.

3. **Matters arising**

None.

4. **Policing priorities in Brent**

The Chair welcomed Matthew Gardener (Brent Borough Commander, Brent Police) and Councillor Beswick (Lead Member for Crime and Public Safety) who were present to give an update to the committee on policing issues in Brent, including the use of Stop and Search in the borough.

Matthew Gardener thanked the committee and stated he would welcome any invitation in the future from the Committee. He also gave special thanks to Councillor Beswick and Genny Renard (Head of Integrated Community Safety and Development, Strategy Partnerships and Improvement) who he had built a strong working relationship with.

Matthew Gardener stated that the current London Metropolitan Commissioner had put Stop and Search high on the policing agenda. He informed the Committee that Brent carried out more Stop and Searches per officer than any other borough in London and most likely the rest of the UK. He noted that this also raised the question as to whether the right approach was being taken in terms of using this

power. In terms of outcomes resulting from Stop and Search, Brent police had performed well, with 20% of all Stop and Searches in the borough last year resulting in a positive outcome and 13% resulting in arrest. These were the highest success rates in London although, Matthew Gardener recognised that therefore meant 80% of people stopped were not formally sanctioned. In response to this view point, he stated that it was very difficult for the Police to always correctly identify those who had committed a crime and those who had not. He explained the difference between an arrest and a positive outcome, where an arrest meant someone was taken to a police station and detained, where as a positive outcome included giving someone a street warning, which significantly reduced the amount of paperwork the police officer had to complete. He gave the example of the police stopping an individual who was over the age of 18, searching them and finding them in possession of a small amount of cannabis that was deemed to be for personal use. Instead of arresting that individual the police could give a street warning, which would be deemed as a positive outcome from the Stop and Search.

Matthew Gardener then presented a chart to the committee which showed the success rates of Stop and Search in each borough from January 2012. Brent's success rate was over 25% which was higher than any other borough. Matthew Gardener commented that he believed that the police's main priority was to arrest and remove criminals from the community. A number of those who the police dealt with had already been attended by a number of other services including schools, social services and the NHS and those who had continued to offend needed to be addressed by the police. Matthew Gardner informed the committee that Brent and Lewisham police had attended a recent meeting with the Deputy Commissioner for Cumbria, who was the ACPO lead on Stop and Search. They spoke about Stop It, and also about sanction detections, which meant proactively finding criminals, in key areas at key times. Matthew Gardener also spoke about the performance regime he had implemented at Brent. He assessed all of his officers based on their sickness, their training, the complaints made against them, their arrest rates and Stop and Search success rate amongst other factors. He also set up a monitoring and review practice with his inspectors whereby they were assessed every four months on their statistics.

Matthew Gardener informed the committee that the use of Stop and Search in Brent was intelligence led as much as possible. He stated that last year he had become wary that the use of sanction detection could create a culture of officers wanting to get a quick arrest, and quantity could replace quality. Therefore he conducted a review of a 100 arrests and 84% of people arrested had a previous criminal record, 49% had four or more criminal convictions, 72% were stopped in the four highest crime high areas in the borough and 60% were arrested between 6.00 pm and midnight. He stated that this proved that outcome rates were still doing well despite the rise in quantity of Stop and Searches. Members were advised that Stop and Search was used to detect crime, those carrying weapons to commit crime, and those possessing drugs. It was also explained that every time a positive outcome was recorded, it was identified as a crime, and as a result the crime rate had increased in Brent by 6%.

Matthew Gardener explained that he was constantly reviewing the training Brent police officers received to improve Stop and Search. He had identified the three highest performing officers in the Borough and asked them to establish a ten point plan for all other officers to follow. He also stated that the three officers were to

become mentors for the fifty lowest achieving officers. The committee noted that the BBC has planned a documentary in Brent on how Brent police officers use Stop and Search, due the success rates in the borough. Matthew Gardener concluded that although they were succeeding in Brent in regards to the success rate of Stop and Search, a lot of work needed to be done to improve people's perception of Stop and Search. He informed the committee that a new App was being designed which would allow those who have just been stopped and searched to give their feedback on how they felt they were treated and would be piloted in Brent in February 2012. He stated he welcomed this tool, and had supported its introduction when he had attended a recent Stop and Search Youth Forum.

Councillor Beswick then addressed the committee and acknowledged the challenge the police faced in trying to change the perception of Stop and Search. He stated that the public needed to be educated about Stop and Search and then their attitudes may change towards the use of it. He informed the committee that he had been to 15 different wards since August 2011 and had gathered feedback from local people on their opinions of Stop and Search. He explained that the council worked in partnership with the police and ward councillors should be encouraged to liaise with local police officers on behalf of the community.

Members then discussed this item. Councillor Hirani sought clarification about the difference between the terms Stop and Search and Stop and Account, as the terms had been used interchangeably. He enquired what numbers of Stop and Searches were based on intelligence and what numbers were based on appearance. He then asked, in regards to quality assurance, what measures had been put in to place to ensure that Stop and Search/ Account did not alienate the community in Brent. Councillor Hirani stated that street drinking was a problem in Neasden and asked if this was a problem elsewhere in the borough and what was being done by the police to tackle street drinking. He also asked if a ward by ward break down of the deployment of PCSO's in the Borough was available.

Councillor Naheerthan asked if Brent's highest Stop and Search success rate mean that Brent that it also had the highest crime rate in London. He also enquired how the Borough Commander and the police worked with each part of the borough, specifically the northern part that is shared with Harrow, as there was a concern that there was little Brent police presence in these areas.

Councillor Harrison enquired how many of these arrests from Stop and Search resulted in a caution and how many actually progressed to court. She also asked what the Police were doing to deal with low level crime such as feuds between neighbours. Councillor Harrison then stated that the she had become aware that some of the safer neighbourhood teams were below strength in terms of numbers, and enquired what plans the Borough Commander had to bring them back up to promised levels.

Councillor RS Patel enquired what steps the Borough Commander had taken to ensure that enforcement and prevention were co-ordinated and did not impede the progress of each other. He then enquired what the Borough Commander believed the balance between enforcement and prevention should be, and what one should take precedence.

The Chair commented that there was an issue in certain parts of the borough with youth violence and he asked how the police had engaged with cross borough projects in South Kilburn and Westminster's Mozart estates, and how were the police dealing with youth violence generally. He enquired what, apart from national challenges such as the Olympics and the Queen's Diamond Jubilee, did the Borough Commander envisage were the key challenges for Brent in the coming financial year. The Chair asked the Commander to report back to the Committee when he had finalised the areas that Brent Police would stop performing due to budget cuts. The Chair also asked if the likely staff numbers as a result of the Resource Allocation Formula were known and enquired how the Borough Commander planned to deliver 'Total Policing' within a decreasing budget. He also asked what the timescales were for bringing numbers back up to desired strength.

With the approval of the Chair, Councillor S Choudhary addressed the committee. Councillor S Choudhary asked what was being done to tackle modern crimes, including telephone scams and cyber-crimes.

In reply to the questions raised, Matthew Gardener explained that Stop and Account was when someone was stopped and questioned as to why, for example, they were in an area known for crime during unsocial hours. If the police did not receive an adequate response to these questions, this then gave them grounds to search that individual. He explained that elsewhere in the country they did not record Stop and Account statistics, but the Metropolitan Police believed them to be important. He stated that the intelligence given to police officers prior to Stop and Search being conducted is given to every patrol before they start their shift. Matthew Gardener acknowledged that people were stopped unnecessarily at times, and to try and minimise that, his officers required further training. He stated that he believed that the new App being trialled in Brent would help them to obtain better feedback and make the process more robust. He did state however that confidence in Brent police was 36% which reflected a 7% increase over the past two years. Matthew Gardener believed this could be attributed to the positive relationship with the media in the Borough. With regard to the level of crime in the Borough, Matthew Gardener informed Members that Brent was compared to those areas deemed to be in a 'similar family' to Brent. These included areas such as Lambeth, Hackney, Haringey, but also Brighton and Hove. Matthew Gardener informed the committee that Brent police were working more closely with neighbouring forces, officers were being deployed across borough boundaries to maximise police resources and they had better technology, including linked in radios. Matthew Gardener agreed to provide Members with arrest figures from Stop and Search that resulted in court proceedings.

Matthew Gardener advised that until recently the Met did not have a dedicated gang strategy or department. He stated that 19 of the 32 boroughs in London have known gangs in their boroughs, and Brent now has a specific gang unit that is made up of approximately 40 officers. He stated that the work the unit was doing included diversion activities and giving the gang members an exit strategy. Matthew Gardener then stated that he believed there should be a balance between enforcement and prevention of crime by the Police. He believed that redesigning areas could help prevent crime as had happened in the Stonebridge area. He explained that the police's primary role was to keep the peace and prevent crime, however he was aware that a lot of police time was spent dealing with crimes that had already happened as opposed to preventing future crime. He then informed

the committee that although Brent did not have its own unit to deal with cybercrime, Scotland Yard did have a computer crime unit. The police could only proceed with investigating these crimes once the banks had decided to pursue the crime, however Matthew Gardener recognised that it may be helpful to educate people who were particularly vulnerable to this type of crime. Matthew Gardener stated that anti-social behaviour in communities and between neighbours could be dealt with by the Safer Neighbourhoods Team and these could be escalated to County Courts as civil disputes.

Matthew Gardener explained that Brent should have 658 police officers and 75 Police Community Safety Officers (PCSOs). However Brent actually had 641 Police Officers and 55 PCSOs, and 20 PCSOs were to be recruited as police officers, with no plans to replace them. Therefore Brent would only have 35 PCSOs in future but will hopefully be at full strength for Police Officers. Matthew Gardener stated that they were currently looking at what they could stop doing to save resources. For example certain front offices in Police Stations around the borough may close as they are not used that often. He stated that the Metropolitan Police had concluded that London did not always need 32 of the same unit in each borough and they could centralise some of these resources. He informed the Committee that once the recommendations around this had been finalised he would let the committee know. With regards to the upcoming Olympics, Matthew Gardener believed that the public perception was that Brent would lose police officers during this time, however he stated Brent would actually gain officers from the rest of the country, due to events being held in Wembley. In addition, Brent police officers had had all leave and rest days cancelled and therefore Police coverage was likely to rise during this period. Matthew Gardener informed Members that 84% of the Metropolitan Police's budget was spent on salaries and its budget was being cut by 20%, which would mean a corresponding reduction in wages, however it was not expected to affect front line staff number. He also advised that although the Metropolitan Police had not yet agreed a final formula for resource allocation, it was believed that it would favour Brent more than it had in the past as an element of the formula would include the number of arrests made.

Phil Newby (Director of Strategy, Partnerships and Improvement) added that the resource allocation was based upon Office for National Statistics data and therefore would not be based upon an accurate reflection of the population in Brent. However, it was hoped that crime demand would be factored in accordingly.

Councillor Beswick commented that the Youth Engagement Team could help improve the perceptions of the police and help them liaise with the community.

Genny Renard (Head of Community, Strategy, Partnerships and Improvement) commented that neighbourhood problems could be dealt with at Local Joint Action Groups, which could provide a multi-agency solution to the problem. In response to the question related to street drinking, Genny Renard informed the committee that there had been a rise of overall in the borough. She stated that there were a number of complex problems related to street drinking, and therefore it required in depth cross department working, but reassured the Committee that it was being looked at.

The Chair thanked Matthew Gardener for attending and indicated that he would be welcome at future meetings.

5. **Community safety update**

Members agreed to defer this item to a future meeting of the committee due to deteriorating weather.

6. **Date of next meeting**


It was noted that the next meeting of the Partnership and Place Overview and Scrutiny Committee was scheduled to take place on Thursday, 29 March 2012 at 7.30 pm.

7. **Any other urgent business**

None.

The meeting closed at 9.10 pm

Z VAN KALWALA
Chair

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|  | <p>Partnership and Place Overview and Scrutiny Committee</p> <p>Report from the Director of Strategy, Partnerships and Improvement</p> |
| <p>Wards Affected: All</p> | |
| <p>A Council for Voluntary Service (CVS) in Brent</p> | |

1.0 Purpose of Report

- 1.1 In December 2010 members of the Partnership and Place Overview and Scrutiny Committee received a report on the development of a voluntary sector strategy in Brent. At the time a new Council for Voluntary Services was being developed by the sector and members asked for representatives of the new CVS to return to the committee once their business plans were developed.
- 1.2 This covering report sets out the context for infrastructure support for Brent's voluntary sector, the role of a CVS and the background to the development of 'CVS Brent' to fulfil this role for Brent. A representative from 'CVS Brent' will attend the committee to set out their approach to members based upon the business plan and strategic and operational plans attached at appendices 1 and 2.

2.0 Recommendations

Members are asked to note the following:

- 2.1 The role of a CVS and its importance in the present policy context to represent and support the development of the voluntary sector to the benefit of Brent residents.
- 2.2 The business plan and strategic and operational plan underpinning the work of CVS Brent as the umbrella representative organisation for the voluntary and community sector in Brent set out in appendices 1 and 2.

3.0 Context

- 3.1 When Brent's former CVS, BrAVA, ceased to operate in the borough, the council provided practical support to respond to requests to develop a new Council for Voluntary Service: CVS Brent. In January Executive agreed to fund an infrastructure stream as part of the Voluntary Sector Initiative Fund. The funding stream includes commissioning work from a constituted CVS, supporting the development of a voluntary sector resource centre and responding to identified gaps in infrastructure support. The total stream is £159,249 each year for three years between April 2012 and March 2015 to commission projects which enhance infrastructure support for the voluntary sector.
- 3.2 The Voluntary Sector Initiative Fund was developed following consultation in November 2011, which identified strong support for a CVS, with organisations keen to outline some of the support they would

like to be developed. Factors identified as important included: mentoring between more experienced and less experienced organisations; more joint working; additional training or identifying supply chain opportunities; better alignment of service provision between the voluntary and public sectors and information about different sources of funding available for the voluntary sector.

- 3.3 NAVCA provides a national framework for the role of a CVS made up of five key areas:
- **Support and Services:** to help local civil society work effectively, signposting and offering capacity building support, information and advice
 - **Representation:** to ensure the views of local civil society are represented in an equitable and appropriate way
 - **Liaison:** to act as a focal point for Brent's civil society to network; develop partnerships, share learning and agree common ground
 - **Development Work:** to identify gaps and opportunities in services and provision and help civil society grow to fill them
 - **Strategic Partnership:** to work in partnership with local, regional and national government and the full range of public and statutory agencies on strategy, planning, commissioning and delivery
- 3.4 A CVS has a critical role in the council's engagement with the voluntary sector and will enable the council to respond to the need for improved communication between the sectors highlighted by Brent voluntary sector organisations. A CVS is one way to support voluntary sector organisations and investment in infrastructure is aimed at enhancing the voluntary sector's ability to be more resilient and bring funding into the borough to benefit residents through locally delivered projects.

4.0 Detailed Considerations

- 4.1 Members are asked to refer to CVS Brent's Business Plan and Strategic and Operational Plan are attached at appendices 1 and 2. A representative from CVS Brent will attend the meeting to give an overview of their approach and planned next steps.

5.0 Legal Implications

- 5.1 None arising directly from this report

6.0 Diversity Implications

- 6.1 None arising directly from this report. The Voluntary Sector Initiative fund proposals were subject to an equality needs assessment which can be found with the Voluntary sector Initiative Fund Report at the link set out in the background papers section below.

7.0 Background Documents

- Voluntary Sector Initiative Fund Report to Executive January 2012
 - Consultation Responses (Summary at Appendix 5 and in main body of report)
 - Brent Council Main Programme Grant Consultation Document (Appendix 6)
- <http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=123&MId=1570&Ver=4>
- London Councils Grant Funding Report to Executive January 2012
- <http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=123&MId=1570&Ver=4>
- London Councils Funding Report to Full Council, July 2011
- DCLG Localism Act
- DCLG Proposals to introduce Community Right to Challenge
- DCLG Proposals to introduce a Community Right to Buy – Assets of Community Value

- Draft Voluntary Sector Strategy background research and feedback from sector
- Minutes of Voluntary Sector Liaison Forums

8. Appendices

- Appendix 1: Business Plan for CVS Brent
- Appendix 2: Strategic and Operational Plan 2011 - 2013

Joanna McCormick, Partnerships Coordinator

Phil Newby, Director Strategy, Partnerships and Improvement

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CVS Brent

BUSINESS PLAN

July 2011 – MARCH 2012

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1. Introduction

This is the beginning of an entirely new organisation to support, promote and develop voluntary and community action in the London Borough of Brent.

The voluntary and community sector in Brent, as right across the UK, is in a period of transition. The economic outlook and the direction of government policy mean the sector must adapt if it is to survive and thrive. As well as the many challenges ahead, there are opportunities for expansion and growth as communities are asked to re-assess the contribution they make to the area in which they live. A vibrant, confident, diverse, effective civil society in Brent can emerge with the assistance of a strong, independent and inclusive infrastructure support organisation.

The founders of CVS Brent are committed to the development of such an organisation, one that is trusted by its members and partners and whose sole purpose is the support and promotion of voluntary action in Brent.

2. Context

Voluntary, community and social enterprise organisations

Brent has an estimated 700 voluntary and community groups, ranging from local branches of large national charities to small and micro organisations. In common with the national profile, Brent's voluntary and community groups are diverse. Some organisations focus on specific issues; conditions and circumstances; others support communities of identity or place; some organisations work for changes in attitudes and behaviours while others hope to preserve, save and record for the future. Voluntary groups can bring people together for pleasure, for campaigning, to alleviate disadvantage or any other number of other reasons. The common thread that binds all these groups is the voluntary nature of the governing body of these organizations where the Trustees or Management Board give their time as volunteers. Community organisations are distinguishable not from their structure, but by their involvement with particular communities of identity from which they emerge.

In recent years there has been an expansion of organisations that generate profit through trading and business activity but where the surpluses are used for social benefit not private gain. Those involved in such enterprises share with the voluntary and community sector many of the same values and characteristics and as such the three are known collectively as 'civil society'. This is the term that we use in

this document to talk about the voluntary, community and social enterprise sector when it is not necessary to distinguish one from another.

Civil society across the UK has undergone enormous change in the last fifteen years, as successive policy announcements have challenged the sector to reconfigure and ready itself for the delivery of public sector services. The present government wishes the sector to take on further responsibility in this area. However, it is for individual organisations in the sector to decide if that is a role they want to play. Civil Society, as a collective movement must be free to chose its own path, ensuring while some may chose to go down the route of commissioning and contracting, there remains sufficient opportunity, support and resources for those that wish to maintain their traditional activities e.g. as campaigners.

Civil society is critical to social inclusion and strong communities. It is a route for individuals to learn new skills as volunteers or paid staff, provides for people when the state cannot or will not act and adds to the richness of our society. The voluntary, community and social enterprise sector makes a huge contribution to the quality of life for many in the UK and provides the social capital to make communities more resilient in difficult times such as these. Civil society is often embedded in communities in a way that statutory service providers are not and as such has a particular role in assessing and voicing the perspective of local people and helping make services meet their needs.

National political context

In “Building a Stronger Civil Society” (2010) the coalition government set out its strategy “towards helping civil society organisations grasp new opportunities arising from the massive devolution of power to local communities and reform of public services that underpins the Big Society”.

The coalition has made the ‘Big Society’ the central theme of its first term. Reference to it can be found in social policy from the health service to education and welfare. Wherever the public sector has a role, the government is pressing the idea that civil society should be present, supporting, supplementing and take over public sector service delivery. The Government stress they do not have “an ideological presumption that only one sector should run services: high-quality services can be provided by the public sector, the voluntary and community sector, or the private sector”¹ though there is some acknowledgement that they need to address barriers that are particularly problematic for smaller private, voluntary and charitable enterprises². Many civil society organisations remain unconvinced that they will be able to compete against the private sector, particularly on contracts of over £100,000 (as governed by European Competition Law). The introduction of the Big Society bank and the £10m *Investment and Contract Readiness Fund* are positive steps. The recognition by the

¹ Open Public Services White Paper July 2011 pg 9

² Open Public Services White Paper July 2011 pg 39

Treasury of 'social benefit' as well as the traditional bottom-line in the new Annex to the Green Book³ could prove to be a breakthrough if it is implemented at national and local level. The government must move forward on all fronts if voluntary, community and social enterprise organisations are to compete on a level playing field with private sector firms, that have greater access to finance and can price civil society out of the market.

The Localism Bill also creates opportunities for civil society to support their communities to have greater control over their local areas. Though it is extremely unlikely that government will be willing to contribute to the cost of doing this. Regardless of how many contracts to deliver public services are awarded to civil society organisations, there will always be a need for other types of voluntary and community action, those that do not and will never generate income and need to be supported by grants and charitable giving.

It is for civil society to decide how and whether to respond to the government's vision of the 'Big Society' and it is the role of a CVS to inform local groups about the opportunities and risks and to facilitate discussion about that agenda. It is also the role of the CVS to facilitate discussion within the sector and with external partners as to what other agendas should be advanced and to support all groups, regardless of political pressure to favour the existence of some over others.

Local public sector context

Brent Council is supporting the creation of a new council for voluntary service in Brent and is committed to funding some of the core costs of CVS Brent. The Council has stated its desire to continue to support local civil society. However, it is operating in a climate of massive cuts and is undergoing a major restructure in which, the leadership must show due regard to their legal obligations and the delivery of compulsory service provision. Whilst government has urged local authorities to ensure that cuts to voluntary and community organisations are not disproportionate to those being experienced by the statutory agencies⁴ we have yet to see how this will play out in the local arena. The restructuring of Brent Council is still in progress and there has not been any decision as yet on a number of key issues that will impact on the sector: how to use money that will come back to Brent if London Council's plans to reduce centralized funding are finally passed; the future role of the Council's own Voluntary Sector Unit; new commissioning strategies; the roll- out of personalized budgets etc.

The planned NHS reforms will probably result in all local NHS commissioning being devolved to GP practices, many of whom have no track record of working with the voluntary, community and social enterprise sector. Public health responsibility will soon move to the local

³ 'Valuing non- market impacts' annex to the Green Book - the government's handbook on policy appraisal and evaluation Aug 2011

⁴ Best Value Statutory Guidance Department of Communities and Local Government Sept 2011

authority in 2013, bringing further change to how local groups work on key issues such as health inequalities. Further reforms are likely in other public sector domains (Police, Education, Planning) that could have a profound effect on local communities and how they relate to the agencies around them.

A new CVS must be able to respond to this changing environment and provide, encourage and facilitate leadership among local community and voluntary sector organisations to ensure the best outcome for the sector. Strong networking and a shared voice among local groups alongside strategic partnerships and relationships with the public sector will be key to this.

3. The role of a Council for Voluntary Service in Brent

CVS Brent is an entirely new organisation. It has been created to respond to the needs expressed by local voluntary and community organisations. At an Open Forum in May 2011, delegates highlighted their desire for a strong independent voice for civil society in Brent; their wish to increase the quality and opportunity for intra-sector dialogue, joint-working and partnerships; their aim to work at a strategic level with partners from other sectors and to be able to influence the strategy, planning and delivery of the local public sector; their need to access high quality services that enable them to better deliver their own goals.

Using the national framework provided by NAVCA⁵, CVS Brent will work in five key areas:

Support and Services: to help local civil society work effectively, signposting and offering capacity building support, information and advice;

Representation: to ensure the views of local civil society are represented in an equitable and appropriate way;

Liaison: to act as a focal point for Brent's civil society to network; develop partnerships, share learning and agree common ground;

Development Work: to identify gaps and opportunities in services and provision and help civil society grow to fill them; and

Strategic Partnership: to work in partnership with local, regional and national government and the full range of public and statutory agencies on strategy, planning, commissioning and delivery.

⁵ National Association of Voluntary and Community Associations

The Board recognise that CVS Brent will not, at first, be able to deliver against every demand placed on it by local groups. However, it is determined to work with local groups to prioritize its workload and ensure that the interests of local groups are always its first concern.

To this end CVS Brent has consulted on its initial strategic and operational plan and laid down the principles by which it will be managed. These are set out in the Strategic Plan for CVS Brent 2011-2013 and available on request.

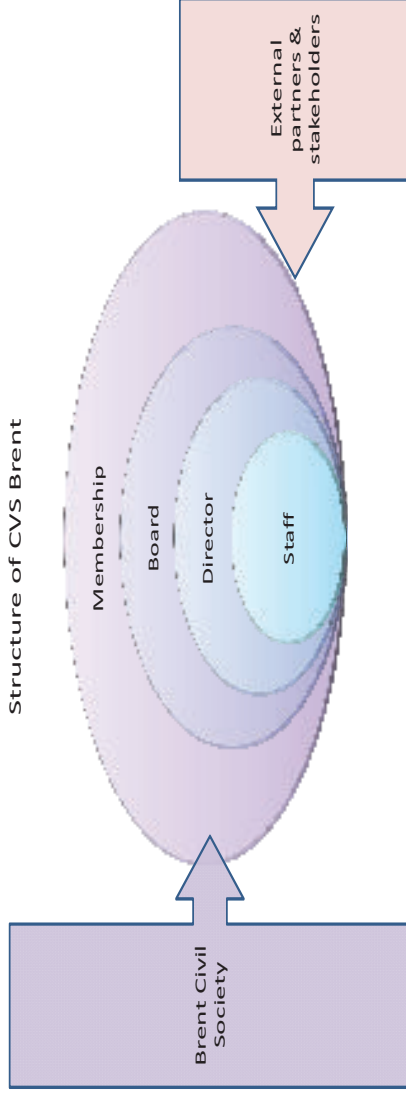
CVS Brent Structure

CVS Brent must respond to the challenge set by the government in the Supporting Stronger Civil Society consultation⁶. Here we see clearly the government's assessment of current infrastructure development provision. In a pre consultation exercise front-line voluntary, community and social enterprise organisations reported that they greatly value infrastructure support but there are too many organisations, duplicating services, many of which are not of sufficiently high quality. In establishing a new infrastructure support organisation, CVS Brent must respond to this challenge and ensure the provision of high quality services that groups really value, in ways that are cost effective and enrich local civil society.

The Board acknowledge that there is an intrinsic value to face-to-face interaction and this model will be used where it adds value and can most effectively be deployed e.g. networking & partnership development. However, in order to ensure that resources are most effectively concentrated on supporting local civil society organisations, the structure of CVS Brent will be based on a service delivery model that provides direct services only where a gap has been proved and where signposting to existing services or an on-line approach will not meet the demand.

The second principle employed by the Board is that 'form should follow function' in regard to its own size and structure. CVS Brent should not expand its own operational size unless there is a compelling and evidence-based reason for doing so. This will ensure that CVS Brent remains on course to deliver against its strategic objectives and does not compete with the groups it supports for resources that do not fit its mission i.e. *"to support individuals and organisations in Brent to have the capacity to respond to the needs and deliver the aspirations of their communities, through voluntary action"*.

⁶ Supporting Stronger Civil Society – A consultation' Oct 2010



4. Governance

CVS Brent has now registered with the Charity Commission and Companies House using a NAVCA approved Memorandum and Articles of Association that enable it to conduct its business under the 2006 Charity and Companies Acts. The Board will meet all the requirements incumbent upon them in relation to these Acts and any that supersede them. The Memorandum and Articles of Association will be available to any member of the organisation, partner or member of the public that wish to inspect them.

The first Board of CVS Brent is made up of those individuals that formed the CVS Brent Planning Steering Group. In line with the Memorandum and Articles of Association they can co-opt others onto the Board, until such time as the Annual General meeting of CVS Brent, when the new Board will be elected by the membership. CVS Brent will operate a recruitment process for those interested in becoming Board members based on a skills and aptitude assessment.

5. Membership

CVS Brent will be a membership organisation. All voluntary, community and social enterprise organisations based or working in Brent will be eligible for membership. Individuals that support the work and values of the organisation will also be eligible for membership. There will be different classes of membership. The rights and rules of membership are set out in the Memorandum and Articles of Association of CVS Brent.

6. Partners and stakeholders

Whilst the criteria and rules of membership will be specific, relationships with external partners and stakeholders will be varied and flexible. CVS Brent will work with any partner or stakeholder that will assist in helping the organisation fulfil its mission and which support its values and principles.

There will be opportunities for partnership working within the local and regional voluntary, community and social enterprise sector and CVS Brent will actively work to support existing partnerships and encourage and promote new ones. CVS Brent will also establish working alliances and partnerships with public and private sector partners and others that consider they have an interest in voluntary action in Brent.

7. Staff

CVS Brent will initially appoint an interim project director to assist in the establishment of the organisation. The Board will then recruit and appoint a permanent director and, resources allowing, up to two additional staff to meet the objectives of the operational plan for the first two years. The Board will pay due regard to its sustainability in the terms and conditions of staffing.

8. Finance

CVS Brent will comply in full with the Charity Statement of Recommended Practice (SORP) for accounting and financial reporting. Further it will be an exemplar organisation in terms of financial management with systems and procedures in place for regular monitoring and examination by the Board. CVS Brent will apply best practice to its relationships with suppliers, in particular social enterprises and local small and medium sized businesses, ensuring payment is made within the required timeframe. The guiding principles of the financial systems for CVS Brent will be transparency and cost effectiveness.

9. Quality, Monitoring and Evaluation

CVS Brent aims to be an exemplar organisation in the Brent voluntary and community sector. CVS Brent will be a learning organisation, it will use information and resources that come from external sources and its own outputs, data and information to improve its service and report to members, stakeholders and partners on its impact.

CVS Brent will put in place systems to evaluate its delivery and impact from the start and will involve all its stakeholder in this.

CVS Brent will carry out an annual review of its work and present the findings to its members and other stakeholders in its annual reports and at the Annual General Meeting.

At the end of the Strategic Plan 2011-2013, CVS Brent will have collected sufficient evidence to apply for the NAVCA accreditation award for best practice in relation to the five core CVS functions.

10. Conclusion

CVS Brent's vision is of a confident and vibrant borough where individuals, groups and communities work together to enrich society.

It will be an inclusive organisation, responding to the needs expressed by its members, providing services and facilitating the coming together of local people to respond to the needs and deliver the aspirations of their communities through voluntary action.

Brent is a vibrant and diverse borough whose citizens benefit from a vibrant and diverse civil society. The role of CVS Brent is to enhance the ability of voluntary, community and social enterprise organisations to make Brent a better place to live, work and learn. Brent's civil society deserves no less.

11. Risk Analysis

Strengths –

- Experienced and skilled board of founding trustees
- Trustees with a reputation for independence, credibility, high quality delivery
- Ability to start with a clean slate and establish best practice across organisation
- Low infrastructure requirements
- Support of expert advice e.g. NAVCA
- Good working relationships among trustees
- Large potential membership base
- A new organisation which will be judged on its own track record
- Support of local council at officer and political level

Weaknesses –

- No track record
- Limited capacity
- No physical base
- High expectation from local VCS
- Conflicting demands of local VCS
- Limited agreed funding
- Limited capacity of trustees to take on additional responsibilities
- Limited resources to start operational delivery

Opportunities –

- Lack of competition from other infrastructure support organisations in Brent
- Evidence of need for a CVS in Brent
- On going changing external environment will result in increased need
- Cost effective delivery available through digital media platforms
- Flexibility to modify approaches
- Joint partnership with other WL CVS's through Transforming Local Infrastructure funding
- Rolling strategic plan that allows future growth to be directed and purposeful

Threats –

- Potential of established VCS infrastructure organisations wanting to expand services into Brent
- Government desire to end direct and indirect (e.g Big Lottery) infrastructure funding
- Inability to fundraise
- Local groups do not support new CVS
- Local groups with limited time and resources to support new CVS
- Local groups with limited time and resources to become involved in networking and partnership working
- CVS Brent will be unable able to appoint a high quality Director
- CVS Brent will be unable able to deliver against its strategic plan

Risk matrix - Risk score based on likelihood of risk multiplied by impact of risk. (1-5 with low likelihood being 1) x (1-5 with minimal impact being 1). CVS = Council for voluntary services; CS = civil society

| Risk | Management | Risk score |
|--|--|------------|
| That CVS Brent is unable to convince partners and stakeholders that it is a credible proposition | <p>Board of trustees to continue to liaise with external partners and provide update reports.</p> <p>Board to continue to build relationships with local CS and act in a transparent and responsive manner.</p> <p>Board maintain oversight of relationships once staff have been appointed.</p> | 2x5 = 10 |
| CVS Brent is unable to attract sufficient funding to launch a credible CVS | <p>Board to continue to work with identified start-up funders.</p> <p>Additional funding opportunities are identified.</p> | 3x5 = 15 |
| CVS Brent is unable to deliver against the diverse demands from local CS | <p>Extensive dissemination of strategic plan along with dialogue on priorities.</p> <p>Operational plan must consider needs of broad range of CS customers.</p> | 2x3 = 6 |
| Local groups do not join or use services of the new CVS | <p>CVS Brent must be an outward facing organisation and take up each opportunity to make local groups aware of its existence and services.</p> <p>Targets should be put in place to increase membership and uptake of delivery and a strategy for these to be developed.</p> | 2x4= 8 |
| CVS Brent fails to attract high quality trustees and staff | <p>Board must spend time developing effective recruitment process.</p> <p>Board must not appoint if unconvinced that the new trustee/staff member is suitable.</p> | 1x5 = 10 |

CVS Brent

Strategic & Operation Plan 2011- 2013

| | |
|---------------------------------|--------------|
| Mission and Vision | 2 |
| Values | 2 |
| Strategic objectives | 3 |
| Objectives and outcomes | 4 - 6 |
| Work programme 2011-2013 | 7-12 |

Vision:

CVS Brent's vision is of a confident and vibrant borough where individuals, groups and communities work together to enrich society.

Mission:

To support individuals and organisations in Brent to have the capacity to respond to the needs of, and deliver the aspirations of their communities, through voluntary action.

Values & Principles:**Independence**

At CVS Brent we value the independence of civil society and respect the rights of organisations to take their own decisions and actions. CVS Brent will be a strong and independent voice for local civil society.

Collaboration

CVS Brent will work with our members and stakeholders in a spirit of collaboration and genuine partnership.

Inclusiveness & equality

At CVS Brent we value the diversity of civil society and society at large, we will strive to be inclusive in all aspects of our work, promote equality and treat all our members, stakeholders and partners with dignity and respect.

Innovation and learning

We will strive to be an innovative and forward-looking organisation, open to the exchange of information, ideas and new ways of working. We will ground our work in a solid evidence base.

Integrity and professionalism

The Board and staff at CVS Brent will strive to maintain high personal and professional standards

Economical

CVS Brent will strive to become a sustainable organisation, making best use of the resources available to us.

Strategic Objective 1

To create an independent, inclusive, trusted and sustainable organisation that will enable Brent voluntary, community and social enterprise sectors to further develop a thriving civil society.

Strategic Objective 2

To improve the capacity of local civil society to deliver efficient, effective services and respond to needs and opportunities.

Strategic Objective 3

To advance communication and partnership working within local civil society and with local and regional statutory and private sector partners.

Strategic Objective 4

To increase the influence of Brent civil society in local and regional strategy, policy and decision making.

| Strategic Objectives | Operational Objectives | Outcomes |
|---|--|---|
| <p>Strategic Objective 1</p> <p>To create an independent, inclusive, trusted and sustainable organisation that will enable Brent voluntary, community and social enterprise sectors to further develop a thriving civil society.</p> | <ol style="list-style-type: none"> 1. Recruitment and training of Board of Trustees 2. Adoption of policies, procedures and systems for CVS Brent in line with best practice 3. Development of an active membership base 4. Fundraising and income generation | <p>CVS Brent</p> <ul style="list-style-type: none"> • has the resources (financial, human and other) to achieve its objectives • provides high quality services, valued by its customers • has effective financial, administrative and monitoring systems in place • has an active and satisfied membership |
| <p>Strategic Objective 2</p> <p>To improve the capacity of local civil society to deliver efficient, effective services and respond to needs and opportunities.</p> | <ol style="list-style-type: none"> 1. Facilitate and enable access for local civil society organisations to high quality training, learning and best practice 2. Provide and disseminate information, advice and guidance with a particular focus on gaps in local voluntary, community and social enterprise organisations knowledge and performance 3. Highlight emerging trends and opportunities for civil society organisations in relation to public sector policy, with a particular focus on personalization and GP | <p>Local civil society organisations</p> <ul style="list-style-type: none"> • have increased skills, knowledge & qualifications • are better informed about good practice & developments affecting their work • have improved access to funding & resources • have greater understanding of emerging opportunities for public |

| | | |
|---|--|--|
| | <p>commissioning</p> <ol style="list-style-type: none"> 4. Provide a specific advice and support service to civil society trustees and board members 5. Provide a trouble-shooting advice service for local civil society | <p>service delivery</p> <ul style="list-style-type: none"> • have increased knowledge and skills in relationship to the leadership of their organisations |
| <p>Strategic Objective 3</p> <p>To advance communication and partnership working within local civil society and with local and regional statutory and private sector partners.</p> | <ol style="list-style-type: none"> 1. Develop new opportunities and mechanisms for communication among civil society organisations and between civil society organisations and the public and private sectors 2. Establish and support intra-civil society partnerships, fora and networking opportunities 3. Establish and support intra-civil society collaboration, shared projects and services 4. Develop opportunities for inter-sector (civil society/faith/public/private) interaction, partnerships and collaboration | <ul style="list-style-type: none"> • Improved intra-sector communications among local civil society organisations • Increased opportunities for partnership working among local civil society organisations • Improved communications between local civil society and the public and private sectors • Improved partnership working between local civil society and the public and private sectors • Increased number of inter-sector partnerships and collaborations |
| <p>Strategic Objective 4</p> <p>To increase the influence of Brent civil society in local and regional strategy, policy and</p> | <ol style="list-style-type: none"> 1. Advocate for increased civil society inclusion at strategy, policy and decision making partnership and networks 2. Facilitate civil society involvement in strategy, policy | <ul style="list-style-type: none"> • Local civil society organisations are better informed and prepared to lead and respond to changes in policy |

| | | |
|------------------------------------|--|---|
| <p>decision making.</p> | <p>and decision making partnership and networks</p> <ol style="list-style-type: none"> 3. Engage, consult and involve civil society organisations and stakeholders in matters of strategy, policy and decision making 4. Undertake, support and disseminate research and information on the role and impact of civil society in policy and service delivery | <ul style="list-style-type: none"> • More civil society organisations are involved in public sector strategy, policy and decision making partnership and networks • Public sector have a greater understanding of the role and impact of civil society |
| <p>Cross cutting themes</p> | <ol style="list-style-type: none"> 1. Promote the development of IT-based services as a supplement and where appropriate as an alternative to face to face delivery 2. Promote a community development approach to voluntary action 3. Encourage faith communities to engage in the voluntary, community and social enterprise models 4. Promote the involvement of civil society as a vehicle to actively involve all the diverse communities in Brent in all aspects of further developing the borough's thriving civil society. | <ul style="list-style-type: none"> • Increased use of IT as a route to infrastructure support services • More socially excluded groups take an active and influential role in the community • Increased number of faith communities involved in work of CVS Brent and other partnerships • Increased involvement of local communities in civil society activity • Increased empowerment of communities |

Work programme

| Strategic Objective | Operational objective | Activities | Timing | Input | Financial Cost | Lead | Core function |
|---|--|---|---|---|---|-----------------------|---------------|
| Strategic Objective 1 To create an independent, inclusive, trusted and sustainable organisation that will enable Brent civil society to develop a thriving civil society. | Recruitment and training of Board of Trustees | Define process & marketing Produce recruitment pack Recruit & train new Trustees Identify further development needs Deliver on-going skills and development programme | By end Dec 2011 By end Dec 2011 Jan 2012 – April 2011 April 2012 – July 2012 Sept 2012 – March 2013 | Staff time 1 Lead Trustee Office equipment | Office costs Recruitment costs Training costs | Director | Leadership |
| | Adoption of policies, procedures and systems for CVS Brent in line with best practice | Identity requirements Development of P&P and systems Implement P&P and systems Review P&P and systems | By Nov 2011 Nov 2011 – Feb 2012 Feb 2012 March 2013 | Staff time 1 Lead Trustee Office equipment | Office costs Subscriptions | Director | Leadership |
| Development of an active membership base | Agree membership terms Develop recruitment pack Open membership Record membership Review membership process and recruit. | Oct 2011 Oct 2011 Nov 2011 Nov 2011 Nov 2012 | Staff time 1 Lead Trustee Office equipment Database | Office costs Recruitment costs | Director | Leadership Liaison | |


| | Fundraising and income generation | Identify funding requirements | Oct 2011 | Staff time | Subscriptions | Director | Leadership |
|---|---|---|---------------------|----------------|---------------|--------------------|--------------------|
| Strategic Objective 2 To improve the capacity of local civil society to deliver efficient, effective services and respond to needs and opportunities. | Identify funding requirements | Write fundraising strategy | Oct 2011 | 1 Lead Trustee | | | |
| | Implement fundraising strategy | Review fundraising strategy | March 2012 | | | | |
| | Review fundraising strategy | Identify sources of capacity building | Nov 2011 – Jan 2012 | Staff time | Subscriptions | Development worker | Support & Services |
| | Establish signposting routes | Identify gaps & source providers /deliver as appropriate | Nov 2011 – Jan 2012 | Consultation | Contracts | | |
| | Maintain up- to-date knowledge | Monitor, evaluate & review services | Nov 2011- Jan 2012 | Website | Venue | | |
| | Annual audit | Annual audit | Jan 2012 – Jan 2013 | | | | |
| | Identify sources of info, advice and guidance | Establish signposting routes | Jan 2012 – Jan 2013 | Staff time | Subscriptions | Development worker | Support & Services |
| | Identify gaps through research, consultation & mapping | Dissemination of knowledge through all routes (IT, events, 1-2-1 etc) | Nov 2011 – Jan 2012 | Consultation | Contracts | | |
| | Dissemination of knowledge through all routes (IT, events, 1-2-1 etc) | Maintain up- to-date knowledge | Nov 2011- Jan 2012 | Website | Venue | | |
| | Monitor, evaluate & review services | Annual audit | Jan 2012 – Jan 2013 | | | | |
| Annual audit | Annual audit | Jan 2012 – Jan 2013 | | | | | |
| | | | March 2013 | | | | |

| | | | | | | | |
|--|---|--|---|---------------------------|---------------------------------------|----------|--|
| | Highlight emerging trends and opportunities for civil society organisations in relation to public sector policy with a particular focus on personalization and GP commissioning | Research & information gathering Attendance at local, regional, national events Local and regional networking w/public sector leads Dissemination of knowledge through all routes (IT, events, 1-2-1 etc) Monitor, evaluate & review service Annual audit | Nov 2011 – March 2013 Nov 2011 – March 2013 Nov 2011- March 2013 Dec 2011 – March 2013 Nov 2012/ March 2013 March 2013 | Staff time | Subscriptions Events attendance | Director | Support & Services Development Liaison |
| | Provide a specific advice and support service to civil society Trustees and Board members | Research leadership programmes for signposting Develop Trustees network Provide 1-2-1 support to Chairs and Trustees Monitor, evaluate and review services Annual audit | Nov 2011 – Dec 2012 Jan 2012 Feb 2012 Jan 2012 – March 2013 March 2013 | Staff time | Office costs Event costs | Director | Support & Services Leadership |
| | Trouble shooting advice service for local civil society | Establish protocols for service inc. charging scales Promote service among local civil society organizations Deliver 1-2-1 advice sessions Monitor, evaluate and review services Annual audit | Nov 2011 – Dec 2012 Dec 2011 Jan 2012 – March 2013 Jan 2012 – March 2013 March 2013 | Staff time Consultants | Promotional materials Office costs | Director | Support & Services Leadership |

| | Develop new opportunities and mechanisms for communication among civil society organisations and between civil society and the public and private sectors | Develop communications strategy (intra and inter sector) Deliver against communications strategy Monitor, evaluate and review Annual audit | Oct 2011 Oct 2011 - Oct 2012 Oct 2011 - March 2013 March 2013 | Staff time | Office costs | Director | Leadership | | | | | |
|---|---|--|---|-------------------------------------|-----------------------------|----------|-----------------------|--|--|--|--|--|
| Strategic Objective 3 To advance communication and partnership working within local civil society and with local statutory and private sector partners. | Establish and support intra-civil society partnerships, for a and networking opportunities (delivery) | Consult with local civil society on priorities and mechanisms for intra-sector partnerships, for a and networks In line with consultation outcomes, establish intra sector partnerships, for a and networks Review intra-sector partnerships for a and networks Monitor, evaluate and review Annual review | Oct 2011 Nov 2011 Nov 2012 Nov 2011 – March 2013 March 2013 | Staff time Board time Website | Office costs Event costs | Director | Leadership Liaison | | | | | |
| | Establish and support intra-civil society collaboration, shared projects and services | Consult with civil society on what support is required of CVS Brent in supporting intra sector collaboration, shared projects and services Deliver against consultation outcomes Monitor, evaluate and review | Oct 2011 Nov 2011 – Nov 2012 Nov 2011 – March 2013 | Staff time Board time Website | Staff costs Event costs | Director | Liaison | | | | | |

| | | | | | | | |
|--|---|--|---|--|--|-----------------|---|
| <p>Strategic Objective 4</p> <p>To increase the influence of Brent civil society in local strategy, policy and decision making.</p> | <p>Develop opportunities for inter-sector (civil society/faith/public/private) interaction, partnerships and collaboration</p> | <p>Develop links between civil society and external partners, agencies and networks to build opportunities for greater partnership working, joint projects and collaboration, particularly WL Network, College of NWL, NWL Chamber of Commerce & GP Consortia</p> <p>Consult with civil society on the role CVS should play in supporting and developing partnerships for civil society delivery of public services</p> <p>Deliver in line with consultation outcomes</p> <p>Monitor, evaluate and review</p> | <p>Oct 2011 – March 2012</p> <p>Oct 2011– Jan 2012</p> <p>Nov 2011 – Nov 2012</p> <p>Nov 2011 – March 2013</p> | <p>Staff time</p> <p>Board time</p> <p>Website</p> | <p>Staff costs</p> <p>Event costs</p> | <p>Director</p> | <p>Liaison</p> <p>Development</p> |
| | <p>Advocate for increased civil society inclusion at strategy, policy and decision making partnership and networks</p> <p>Facilitate civil society involvement in strategy, policy and decision making partnership and networks</p> | <p>Produce business case for increased civil society inclusion and promote this among public sector partners</p> <p>Make use of existing representation to press for civil society representation where there is little or none</p> <p>Monitor, evaluate and review</p> <p>Review current civil society representative roles and mechanisms at existing strategic partnerships.</p> <p>In response to outcomes of review, develop and implement revised mechanisms and procedures for representation at strategic partnerships.</p> <p>Enable public sector partners to identify civil society organisations to be involved in</p> | <p>Jan 2012 – Feb 2012</p> <p>Oct 2011 – March 2012</p> <p>Nov 2011 – March 2013</p> <p>Oct 2011 – Nov 2011</p> <p>Dec 2011 – March 2013</p> <p>Nov 2011 – March 2013</p> | <p>Staff time</p> | <p>Staff costs</p> <p>Office costs</p> | <p>Director</p> | <p>Leadership</p> <p>Development</p> <p>Strategic Partnerships</p> <p>Leadership</p> <p>Development</p> <p>Strategic Partnerships</p> |

| | | | | | | | | |
|--|--|---|--|-----------------------|--------------------------------|----------|--|--|
| | | strategy, policy and decision making either as representatives or in their own capacity. Monitor, evaluate and review | Nov 2011 – Nov 2012 | | | | | |
| | Engage, consult and involve voluntary, community and social enterprise organisations and stakeholders in matters of strategy, policy and decision making | As part of the communications strategy identify mechanisms for engagement and consultation with civil society. As part of website development, ensure provision for capturing on-line views, polling and other consultation tools. Establish mechanisms for regular, one-off and specific engagement and consultation. Undertake specific consultations relevant to civil society or of specific local or national strategic importance. | Oct 2011 Nov 2011 – Jan 2012 Nov 2011- Jan 2012 Jan 2012 – March 2013 | Staff time Website | Office costs Event costs | Director | Leadership Development Strategic Partnerships | |
| | Undertake, support and disseminate research and information on the role and impact of civil society in policy and service delivery | Dedicate part of the website to a project which will capture data and provide information, narrative and external evidence to show the impact of civil society in policy and service delivery. Disseminate the findings of local, regional and national evidence of civil society impact Provide information to groups on how to evidence the beneficial impact of civil society | Nov 2011 Nov 2011 – March 2012 March 2011 – Mar 2012 | Staff time Website | Office costs Research costs | Director | Leadership Development | |

| | |
|---|---|
|  | <p>Partnership and Place Overview & Scrutiny Committee</p> <p>Report from the Director of Strategy, Partnership & Improvement</p> |
| <p style="text-align: right;">Wards Affected: ALL</p> | |
| <p>Crime Performance Monitoring</p> | |

1.0 Summary

- 1.1 Over the last few meetings the Partnership and Place Committee has considered what data would inform them about the level of crime affecting Brent. The Committee are aware that some crimes impact on communities and individuals more than others and have been keen to effectively monitor these. The committee's understanding, about the impact of crime and some crime types is reflective of national and pan Europe research.

http://lse.academia.edu/JonathanJackson/Papers/171053/Worry_about_Crime_among_European_Citizens_A_Latent_Class_Analysis_of_Cross-National_Data

- 1.2 Section two, covers the initial data requested by the committee and the prospect and progress on getting that specific data. Where data is available it is included in this section.

2.0 Recommendations

- 2.1 Note and comment on the performance data provided.

3.0 Detail

Suggested List of Data, Availability and Viability

- 3.1 Where data is available it is calculated on a rolling year to date and is supplied centrally by the Metropolitan Police. The budgets cuts have impacted most profoundly on Data Teams in the Police especially at borough levels and across London and nationally capacity in this area has been severely cut.
- 3.2 **Robberies involving school-age pupils (either as perpetrators or victims):** This data is not in the national data sets hence is not available. However, with funding from a bid by the Integrated Community Safety Team to the Home Office work will be commissioned in April that will provide the committee with the data for 2010-11 and 2011-12. As soon as available a date for the delivery of this report the Committee will be informed.
- 3.3 **Antisocial Behaviour Orders including Breaches:** Legislation has changed and many different authorities such as the Police, Schools and housing association can apply for them and not central register is required. As part of the above work we are seeking to establish one in Brent. The Police and Council during the financial year 2011-12 applied for and achieved 38 orders of those 28 were Post Conviction ASBOs all but 6 on offenders aged over 17. These allow restrictions to be place on an individual when their sentence has been completed. Some of offenders were sent to prison while others receive community sentences. There no known breaches by anyone with an Council or Police imposed ASBO.
- 3.4 **Re-offending of priority offenders.** This category is now subsumed into Integrated Offender Management, the cohort of offenders has only just been identified these offenders are currently being profiled and will then be monitored. Reports will be available for the Committee form mid July 2012.
- 3.5 **Assaults/Street robberies:** The data set that incorporates Street Robberies best is "Personal Robbery". Assaults are incorporated into Violence with Injury.

Violence with Injury

| Date | 2011-12 Quarter 2 | 2011-12 Quarter 3 | 2012 – 13 Quarter 4 |
|----------|-------------------|-------------------|---------------------|
| Offences | 1421 | 2075 | 2533 |
| % Change | -3.9% | -0.5% | - 0.4% |

Personal Robbery

| | | | |
|----------|-------------------|-------------------|---------------------|
| Date | 2011-12 Quarter 2 | 2011-12 Quarter 3 | 2012 – 13 Quarter 4 |
| Offences | 1145 | 1601 | 1962 |
| % Change | + 13.1% | +13.7% | +9.3% |

3.6 **Residential Burglaries**

| | | | |
|----------|-------------------|-------------------|---------------------|
| Date | 2011-12 Quarter 2 | 2011-12 Quarter 3 | 2012 – 13 Quarter 4 |
| Offences | 1288 | 2136 | 2871 |
| % Change | +6.4% | +15.1% | +17.5% |

3.7 **Knife Crime** Member need to be aware that this is an extremely flawed measure because it includes all weapons and parts of knives found as part of searches of open areas, venues as part of the execution of warrants, even knives handed in to the Police. This data tells us little if anything about the number stabbings or threats to stab.

| | | | |
|----------------------|-------------------|-------------------|---------------------|
| Date | 2011-12 Quarter 2 | 2011-12 Quarter 3 | 2012 – 13 Quarter 4 |
| Offences | 253 | 409 | 533 |
| % Change | +18.2% | +16.2% | +9.9% |
| Sanction & Detection | 56 | 94 | 109 |
| % of crime type | 22.1% | 23.0% | 20.5% |

3.8 **Gun crime** As with knife crime data this is of limited value because of the same issues.

| | | | |
|------|-------------------|-------------------|---------------------|
| Date | 2011-12 Quarter 2 | 2011-12 Quarter 3 | 2012 – 13 Quarter 4 |
|------|-------------------|-------------------|---------------------|

| | | | |
|---------------------------|--------|--------|-------|
| Offences | 53 | 103 | 120 |
| % Change | -8.6% | +32.1% | +22.4 |
| Sanction & Detection | 13 | 15 | 23 |
| % of crime type | 24.5% | 14.6% | 19.2% |
| Annual Trend Offence Rate | -12.9% | +7.2% | -0.8% |

3.9 **Business Crime:** The most reflective measures are Non Residential Burglary and Theft from Shops.

Non Residential Burglary

| | | | |
|---------------------------|-------------------|-------------------|---------------------|
| Date | 2011-12 Quarter 2 | 2011-12 Quarter 3 | 2012 – 13 Quarter 4 |
| Offences | 479 | 672 | 859 |
| % Change | -10.0% | -14.7% | -9.9% |
| Annual Trend Offence Rate | +2.4% | -6.6% | -4.8% |

Theft from Shops

| | | | |
|----------|-------------------|-------------------|---------------------|
| Date | 2011-12 Quarter 2 | 2011-12 Quarter 3 | 2012 – 13 Quarter 4 |
| Offences | 503 | 747 | 925 |
| % Change | -4.0% | +13.1% | -0.5% |

3.10 **Hate Crime:** Any crime can be motivated by hate, Race, Religion, Homophobia, these would be flagged and could therefore conceivably be

counted. Methods and costs of gaining this data are currently being explored. More information will follow as soon as becomes available.

- 3.11 **Rape:** Only sanction and detection data available, however the committee are receiving the quarterly reports from the West London Rape Crisis Centre

| Date | 2011-12 Quarter 3 | 2011-12 Quarter 4 | 2012 – 13 Quarter 1 |
|----------|-------------------|-------------------|---------------------|
| Offences | n/a | n/a | n/a |

4.0 Financial Implications

4.1 None

5.0 Legal Implications

5.1 None

6.0 Diversity Implications

6.1 None

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 None

Background Papers

Contact Officers

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Mayor's Office for Policing and Crime (MOPC).

Briefing note

1. Summary

- 1.1 This paper is intended to provide member of the Committee with a brief over of MOPC.
- 1.2 As this body now oversees the Police Service details of how the complaints and problems will be dealt with is also included. The intention is to help Councillors assist their constituents.

2. Details

- 2.1 The Mayor's Office for Policing and Crime has been set up in response to the Police Reform and Social Responsibility Act (2011) which reforms the accountability of police services and replaces police authorities across England and Wales with elected individuals. The rest of the country will elect their Police and Crime Commissioners (PCCs) in November 2012.
- 2.3 The MOPC is headed by the Mayor or, by his nomination, the appointed statutory Deputy Mayor for Policing and Crime, currently Kit Malthouse. This means that the Mayor is directly accountable for policing performance in London. The MOPC makes this process and accountability clearer and gives Londoners a further voice in how their city is policed.
- 2.4 Through the MOPC the Mayor and Deputy Mayor will be directly accountable for police performance in the capital, setting the Met Police's strategic direction and allocating resources. Operational policing will however remain the responsibility of the Metropolitan Police Commissioner, Bernard Hogan-Howe.
- 2.5 The London Assembly will scrutinise the work of the MOPC through a new body, the Police and Crime Committee (PCC).
- 2.6 *The Police and Crime Committee (PCC)*
The London Assembly Police and Crime Committee (PCC) examines the work of the Mayor's Office for Policing and Crime and reviews the police and crime plan for London. The Committee can also investigate anything which it considers to be of importance to policing and crime reduction in Greater London and make recommendations for improvements

3. Frequently Asked Questions:

3.1 Who will oversee the Metropolitan Police Service (MPS)?

The occupant of the Mayor's Office for Policing and Crime (MOPC) is an elected individual tasked with holding the MPS to account on behalf of the public. This approach came into effect on 16 January 2012. The occupant of the MOPC may be supported by a Deputy Mayor for Policing and Crime.

The City of London Police continues to be overseen by the [Common Council of the City of London](#). (External link)

In November 2012, elections will be held for Police and Crime Commissioners (PCCs), who will then hold to account the Chief Constables of most police forces outside London.

3.2 What has happened to the Metropolitan Police Authority?

The Metropolitan Police Authority was abolished in January 2012 and the occupant of the Mayor's Office for Policing and Crime is now responsible for overseeing the Metropolitan Police Service

3.3 Who can make a complaint against the Mayor's Office for Policing and Crime (MOPC) or a Deputy?

Anyone can make a complaint about the MOPC or their Deputy to the London Assembly's Police and Crime Committee.

3.4 How do I make a complaint about someone working for the Metropolitan Police Service (MPS)?

The department for recording and responding to complaints on behalf of the Commissioner is the Directorate of Professional Standards. You can contact the Directorate of Professional Standards at:

Metropolitan Police
DPS Customer Services
22nd Floor
Empress State Building
Lillie Road
London
SW6 1TR

3.5 How do I make a complaint about the Commissioner of the Metropolitan Police Service (MPS)?

The Commissioner of the MPS is accountable for all of the work of the MPS, and will be held to account by the Mayor's Office for Policing and Crime (MOPC). To make a complaint about the Commissioner of the MPS you should contact the MOPC at:

Professional Standards Office
Mayor's Officer for Policing and Crime
10 Dean Farrar Street
London
SW1H 0NY

3.6 How will complaints about the Mayor's Office for Policing and Crime (MOPC) or a Deputy be handled?

There are a number of routes through which complains about the MOPC or Deputy Mayor for Policing and Crime can be channeled. In order for a complaint to be dealt with more quickly, you should make it directly to the London Assembly Police and Crime Committee.

The Committee will decide whether to record the complaint. The decision whether to 'record' a complaint is the first step in dealing with it. Members can expect the Committee to record the complaint unless it thinks either that the subject of your complaint has been, or is being, dealt with already through criminal proceedings, or that the complaint has been made before, but then withdrawn. This last section may be open to legal challenge where people have withdrawn for valid reasons we can expect it be reported or see precedents set through the courts.

If the complaint is recorded, the Committee will decide whether your complaint must be referred to the Independent Police Complaints Commission. When it receives a referral, the IPCC will decide whether the complaint requires investigation and, if so, what sort of investigation should take place.

If the Committee decides that your complaint does not need to be referred to the IPCC, or if the IPCC determines that your allegation does not need to be investigated, the Committee will take steps to resolve your complaint itself. The Committee may appoint someone to deal with your complaint on its behalf.

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Partnership and Place Overview and Scrutiny Committee

Report from the Director of Strategy, Partnership and Improvement

Wards Affected:
ALL

Policing and Community Safety in an era of public spending cuts

1.0 Summary

- 1.1 The context within which Policing and Community Safety is delivered, has changed over the last two years. The attached task group scope sets out these changes and the key issues that a task group could address.

2.0 Recommendations

- 2.1 That the committee agrees to set up a task group based on the attached scope.
- 2.2 That the group rooms are approached to seek nomination for membership of the task group.

3.0 Detail

- 3.1 Crime and Disorder Partnerships became the Community Safety Partnerships in April 2010. The aim of these partnerships is to enable 'responsible authorities' to work cooperatively to deliver local strategies to reduce crime and disorder.
- 3.2 The context within which policing and community safety is delivered has also changed over the last two year. These changes include budget reductions experienced by a number of partners and changes to how the police in London are led both strategically and operationally.

- 3.3 Members of the Partnership & Place Overview & Scrutiny Committee are asked to agree to set up a task group to look at:
- what an effective community safety partnership looks like within this context,
 - how partners should work together in the best interests of the people of Brent,
 - how can partners increase rates of satisfaction

The task group's scope is attached.

4.0 Financial Implications

4.1 None

5.0 Legal Implications

5.1 None

6.0 Diversity Implications

6.1 None

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 None

Background Papers

Task Group Scope attached

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Task Group Policing and Community Safety in an Era of Public Spending Cuts

Why do we want to look at this?

Crime & Disorder Reduction Partnerships became Community Safety Partnerships in April 2010. The aim of these partnerships is to enable 'responsible authorities' to develop and deliver local strategies to reduce crime and disorder. The responsible authorities must work cooperatively to achieve their objectives. The responsible authorities are police authorities, police forces, councils, fire and rescue authorities, primary care trusts and probation trusts.

The context within which Policing and Community Safety is delivered has changed over the last two years. The coalition government's deficit reduction strategy as embodied in the Spending Review 2010 has provided Community Safety Partnership with an ongoing challenge. A number of partners are grappling with large budget reduction with Local Government facing a 26 percent real term reduction in funding and Brent Council having to make some difficult decisions about the services that are delivered and the size and shape of the organisation. Government funding for the police will also be reduced by 20 percent over the next four years and will lead to a reduction in police numbers. In addition the way that policing in London is led both strategically and operationally has changed. The Police Reform and Social Responsibility Act 2011 abolished the Metropolitan Police Authority and replaced it with the Mayor's Office for Policing & Crime (MOPC). A new Metropolitan Police Commissioner has also been appointed.

At a time of reducing resources and changing landscape it is more important than ever that the partners within Brent's Community Safety Partnership work closely together towards a common purpose - How do we make the best use of the resources available in Brent, ensure they are used to deliver on the right priorities for Brent, engage with our communities in setting priorities, promote local accountability, and influence policing policy in London?

The Minister of State for Policing and Criminal Justice offers support the role of community safety partnerships in tackling community safety issues by saying '*We know that the police cannot fight crime alone. Successful local partnerships between the police, local authorities and other criminal justice agencies are crucial*'¹

What are the key issues and what should the review cover?

One of the key issues that the task group could address is to establish what an effective, functioning community safety partnership looks like within the context outlined above. How should the individual partners work collaboratively in the best interests of the people of Brent and how can the partnership increase rates of satisfaction.

The review would provide the opportunity to talk to partners and local communities about policing and community safety priorities in Brent and ensure they influence and help achieve local priorities and the priorities set by the Mayor's Office for Policing and Crime.

¹ Nick Herbert MP, Minister of state for Policing and Criminal Justice – New era in policing November 2011

The review would also seek to establish the extent of the reduction in resources for policing and community safety in Brent since the Public Spending Review 2010. The review will identify the current resources available for policing and community safety and see how these are being balanced against agreed priorities.

To do this the task group could:

- Review how the individual partners should work collaboratively in the best interests of the people of Brent and how the partnership can increase rates of satisfaction
- Talk to the Mayor's Office for Policing and Crime to establish how they will work with Brent's Community Safety Partnership will work with.
- Review community safety partnerships in other boroughs to establish areas of best practice and make recommendations on the shape of Brent's Community Safety Partnership and how the partners within it should work together.
- Look at the trends and profile of crime in Brent and the drivers behind those trends and make recommendation on tackling those drivers.
- Establish how the effectiveness of the partnership will be measured, what crime data the partnership should be monitoring and make recommendations on the partnership's priorities.
- Investigate better ways of achieving agreed outcomes and value for money within the financial resources available.