



## Partnership and Place Overview and Scrutiny Committee

**Monday 22 July 2013 at 7.00 pm**

Boardroom - Civic Centre, Engineers Way, Wembley,  
HA9 0FJ

### Membership:

#### Members

Councillors:

Van Kalwala (Chair)  
Green (Vice-Chair)  
Arnold  
Clues  
Harrison  
HB Patel  
RS Patel  
Krupa Sheth

#### first alternates

Councillors:

Daly  
Lorber  
Al-Ebadi  
Matthews  
Oladapo  
Colwill  
Chohan  
Aden

#### second alternates

Councillors:

Ogunro  
Leaman  
Jones  
Hopkins  
Ketan Sheth  
Kansagra  
S Choudhary  
Long

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020 8937 4617, [gayle.fentiman@brent.gov.uk](mailto:gayle.fentiman@brent.gov.uk)

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**The press and public are welcome to attend this meeting**

# Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
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<b>1</b>	<b>Declarations of personal and prejudicial interests</b>	
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Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on the agenda.

<b>2</b>	<b>Deputations</b>	
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<b>3</b>	<b>Minutes of the previous meeting held on 30 May 2013</b>	1 - 8
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The minutes are attached.

<b>4</b>	<b>Matters arising (if any)</b>	
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<b>5</b>	<b>Safer Brent Partnership</b>	9 - 16
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This paper provides information to the committee on three community safety issues and presentations will be provided by individuals indicated:

- An update on the Safer Brent Partnership - Sue Harper, Director of Environment & Neighbourhoods and David Murray, Policy and Partnership Advisor
- An update on work by the Council and its partners on ending serious youth violence and gangs - David Murray, Policy and Partnership Advisor and Kiran Vagarwal, ASB Team Manager
- Crime and disorder statistics - Nick Davies, Brent Police Superintendent

**Ward Affected:** All Wards

**Contact Officer:** David Murray, Interim Policy and Partnership Adviser

david.murray@brent.gov.uk

<b>6</b>	<b>Safer Neighbourhoods Team - Overview of Service</b>	
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Presentation by Sean Lynch, Chief Inspector Safer Neighbourhoods Team, on how the service operates and how councillors can get more involved:

- an overview of the service
- performance/targets/comparison with other similar London boroughs

- constraints faced
- any new initiatives or projects
- short and long term plans for the service.

**7 Close circuit television (CCTV) - Overview of service** 17 - 24

This report provides the Partnership and Place Overview and Scrutiny Committee with an update on the CCTV service.

**Ward Affected:** All Wards      **Contact Officer:** Alvin Wakeman,  
CCTV Control room manager  
alvin.wakeman@brent.gov.uk

**8 Work programme** 25 - 28

The committee's work programme for 2013/14 is attached.

**9 Date of next meeting**

The next meeting of the Partnership and Place Overview and Scrutiny Committee meeting is scheduled to take place on 3 October 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 third floor, outside the Boardrooms.

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**MINUTES OF THE PARTNERSHIP AND  
PLACE OVERVIEW AND SCRUTINY COMMITTEE  
Thursday 30 May 2013 at 7.00 pm**

PRESENT: Councillor Van Kalwala (Chair) and Councillors Arnold, Clues, Harrison, HB Patel, RS Patel and Krupa Sheth

An apology for absence was received from: Councillor Green.

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

None declared.

**2. Minutes of the previous meeting held on 21 March 2013**

that the minutes of the meeting held on 21 March 2013 be approved as an accurate record, subject to the following amendment:-

line 25, page 2- replace 'rears' with 'arrears'

**3. Matters arising**

*Brent Housing Partnership (BHP) – performance update*

In response to a query from Councillor H B Patel concerning what action was being taken in respect of the potential total rental arrears of £1.5m, the Chair advised that a response from BHP would be sought.

**4. Brent Fire Services - update**

Terry Harrington (Borough Commander, Brent London Fire Brigade) gave a presentation on Brent Fire Services and advised that an initial efficiency savings forecast target of £65m was now more likely to be around £50m. Options for changes to the Fire Services in London were presently at consultation stage, with the '101-151' option being the preferred option. Terry Harrington advised that the proposals included the closure of 12 fire stations and removal of 18 fire appliances across London, of which four fire appliances would be redeployed elsewhere. Members heard that the London Fire Brigade's (LFB) budget was not set on a borough by borough basis and that service configuration was optimised for prompt mobilisation and responses to fire incidences across London. Terry Harrington drew Members' attention to the present Brent Fire Services resources as set out in the presentation and it was noted that there no plans in the current proposals to remove any fire appliances or close any stations in the borough. Wembley fire station had also been identified as a station of particular strategic importance.

Terry Harrington informed members that the LFB's standards included first appliance to be at the scene of an emergency within six minutes, and a second appliance to be there within eight minutes. Brent' performance recorded 67.7% for first appliance arriving within six minutes and 77.6% for the second appliance arriving in eight minutes. In terms of average time attendance times in Brent, the first appliance average was 5 minutes, 41 seconds and the second appliance was 6 minutes, 38 seconds. This compared with the LBF average of 5 minutes, 29 seconds and 7 minutes and 6 seconds respectively. Terry Harrington referred to the likely impact of the proposals in response times for first appliances arriving at a fire scene for each ward, with most of them forecast to have a response ranging from 1 to 24 seconds faster. He explained that although there were no proposed changes to fire services in Brent, changes in neighbouring boroughs were forecast to result in the time differences predicted for a number of Brent wards. Members noted that the forecast was drawn up through a computer programme model.

Terry Harrington also outlined a number of community fire safety initiatives, these being:-

- Setting up of Adult Safeguarding Board, with a High Risk Panel sitting beneath this
- Rough sleeping – setting up of a Strategy Group focusing on rough sleeping and also on accommodation not originally built for residential purposes, with work also taking place with relevant partner agencies
- Visual audits of buildings such as derelict buildings
- Sprinkler initiative for residential properties and working with organisations such as Brent Housing Partnership (BHP)
- Youth engagements – working with schools, junior citizens and continuation of the London Intervention Fire Education (LIFE) scheme

Members then discussed the presentation and an enquiry was made on whether there would be any changes to the number of staff and whether this would affect Brent Fire Services. Although the community fire safety initiatives were welcomed, it was asked whether there were a sufficient number of skilled staff to undertake these in view of the financial pressures faced by LFB. In terms of reduction of fire risks, members asked whether evidence of this could be provided. A member sought further information in respect of how the predicted changes in response times per ward had been calculated. The sprinkler initiative was also welcomed as it was proven to be effective in minimising damage to neighbourhoods when fires did occur. Confirmation was sought as to when the LBF budget would be finalised and further information was sought as to the options put to consultation. Targets for the previous year and for the next period were also requested, as well as comparisons with London boroughs with similar profiles. Further details were also sought concerning actions being taken to reduce areas identified as presenting a high fire risk.

In reply to the issues raised by committee, Terry Harrington advised there would be a scaling down of staff numbers across London, however all the fire teams in Brent would remain in place, although there may be a loss of a small number of posts. Around 500 posts over the whole of LBF would be cut by March 2015, however Terry Harrington added that a large proportion of these posts could be achieved through natural wastage as a number of staff were approaching 33 years or more

service. Members noted that Brent Fire Services consisted of the Borough Commander, three station managers and four watch managers. At Wembley Fire Station, there are four watches consisting of 22 staff, making 88 in total, whilst Willesden Fire Station had four watches of 12 staff each, totalling 48 and Park Royal Fire Station four watches of 8 staff each, totalling 32. In addition, there were 12 staff members for the centrally located LIFE team and five staff in the Fire Safety Team. The committee heard that there would be some losses in terms of support resources. Terry Harrington acknowledged that the community initiative proposals were ambitious, however he felt that there were sufficiently skilled staff and efforts would be made to ensure they were allocated to an appropriate strand depending on their abilities and level of authority. The Schools Team was a centrally dedicated resource that focused on schools identified as high risk, whilst watch managers were also tasked specific projects.

Terry Harrington advised that he could provide a future report to the committee detailing on a wide range of types of fires and a breakdown of figures. Flooding was the only type of incident where there was an increased risk, whilst action was still being taken to identify the most vulnerable in terms of fire risk and a referral system had been set up which had referred three people in the previous week. The sprinkler initiative played an important role in protecting people and preventing damage to property and required serious consideration about where was appropriate to locate sprinkler systems, whilst a presentation on sprinklers could be provided to members if they so wished. With regard to ward data, Terry Harrington explained that the data had been obtained from the last two years in response to all calls. Members heard that P1 postcodes and P1 individuals indicated high risk, and a profiling of such factors was taking place to gain further information. In areas such as estates, the LBF liaised with partner agencies and meetings took place with the Brent Police Borough Commander to discuss issues and 'estate days' took place jointly with the police. A database also existed of people who the LBF had made visits to, whilst MASH was being utilised to help identify 'hard to reach or hard to know' individuals. Other initiatives included education, 'shock tactics' and fitting smoke alarms. Terry Harrington advised that there were also a number of challenges in getting the right message across effectively to the public, such as Brent's transient population and the number of other languages spoken in the borough, which made the need to undertake a joint stakeholder, holistic approach even more important.

Turning to the budget, Terry Harrington advised that the budget proposals had initially been put on hold following a representation from the Mayor of London. The consultation was due to end on 18 July 2013 and public meetings were being held in all London boroughs, including a joint public meeting involving Brent and Harrow. The feedback from the consultation would then be collated and a review of the concerns raised would take place before implementation of the final proposals that would happen sometime in August 2013. It was agreed that Tony Harrington would provide information on consultation review and final proposals to members through Kisi Smith-Charlemagne (Policy and Performance Officer, Strategy, Partnerships and Improvement).

## **5. Employment and Enterprise performance update**

Shomsia Ali (Head of Employment and Enterprise, Regeneration and Major Projects) presented the report and introduced herself to members, explaining that

she had taken up the post in March 2013. The previous report to committee had provided details of the external review of employment provision in Brent. The outcome of the review included a number of recommendations which sought the implementation of innovative activities that complemented and designed to drive better provision of existing employment provision, including the creation of an Employment and Enterprise team. Shomsia Ali drew members' attention to a number of objectives as set out in the report and then updated them on progress with regard to the Employment and Enterprise team. A Navigator Manager had been appointed to help deliver the Navigator Service and was supported with the recruitment of six Navigators. The Navigator Service had been in operation since January 2013 and their immediate priority was to focus on those who were most impacted by the welfare reforms. A Business Development and Partnership team had also been established to help attract external funding to the borough for the delivery of employment, skills and enterprise provision and would work closely with the council's voluntary and community sector partners. This team also had another role in designing and commissioning services to drive better value from existing provision or to plug gaps in provision to meet priority needs. Shomsia Ali advised that recruitment for the Business Development Manager had been pushed back by a week. With regard to key work streams, one of these was to maximise opportunities for Brent residents to secure employment opportunities at the London Designer Outlet due to open in late October or early November 2013, where some 1,500 jobs would be created. A presentation was being given to retailers on 27 June 2013 and this represented a big opportunity. An update to members would also be presented at a future meeting in respect of obtaining employment opportunities for Brent residents with Europa, the organisation contracted to run Facilities Management for the council.

Shomsia Ali advised that she will chair the Employment Working Group of the Welfare Reform Group and terms of reference and an initial action plan had been agreed. One of the targets of the group included 35% of households impacted by welfare reform to be supported into employment and this would include working with Jobcentre Plus who were keen to work with the council on improving outcomes. The committee noted that presently a review of Brent Adult and Community Education Services (BACES) was taking place with a view to ensure it at the centre of the borough's employment offer and to refocus its energy as an employment centred training organisation. A feasibility and scoping study was underway to explore the potential for setting up an Intermediate Labour Market (ILM) in either child care or the hospitality industry. A draft report was recommending that a pilot ILM model for 'atypical child care' be set up on a BHP estate, however it was not felt that an ILM model would be feasible for hospitality mainly because of the significant upfront investment required, although a meeting had been arranged with the main hotel chains in the borough who were keen to be involved in a programme supporting and training local residents to access jobs in the hospitality industry. The Wembley Works team continued to support residents into employment, including recruitment with Europa and liaising with Quintain and working with colleagues in the Planning Service to build an employment and supply chain clause in respect of Section 106 agreements. Shomsia Ali advised that the Wembley Works team was presently being reviewed and a consultation on proposals was due to end on 6 June 2013, although no significant changes were proposed.

Members commented that the formation of the Employment and Enterprise Team as a whole was running behind schedule and further observations were sought in respect of action being taken to remedy this. Further information was also requested in respect of measures to obtain additional funding and other activities undertaken by the Navigators team. The high unemployment levels amongst young people was highlighted, although working with the Brent 14-19 Partnership was fruitful and there were also a number of high achieving pupils in this age group in the borough. One member felt that there were examples of replication with regard to employment services and cited the signposting undertaken by the Navigator team as an example, as he suggested that this was also done by BACES and the College of North West London. In addition, a number of objectives were not new and consideration needed to be given as to whether the costs involved in the Navigator Service were balanced by the benefits to the borough. Further details were sought as to how to identify specific residents who would be most affected by the welfare reforms and was each case being considered individually. In addition, it was asked whether attempts to identify such residents of housing associations not participating in the Navigator service was also being undertaken. In respect of BACES, a member questioned the need to re-focus its' role as an employment training centre as other organisations were already fulfilling this role and were the funders content with this change in direction.

A member commented that there was not much detail in the report in respect of an engagement strategy with businesses, including those in Park Royal, to develop partnerships with them and create more jobs for local residents and further observations were sought on this. Further information was asked with regard to steps to upskill residents, whilst it was also felt that there was room for improvement in respect of obtaining apprenticeships for local residents. In respect of the Navigator team target of 35% of households impacted by welfare reform to be supported into employment, it was noted that to date there were only ten job outcomes and the cost of the pilot Navigator Service was sought. It was suggested that changes be made to the Navigator Service in view that it was currently behind in some targets and did staff need further training. The number of residents participating in the service and what happened to those who did not lead to a job outcome was sought and it was also asked whether it was felt that the targets would be met by the end of the year. Views were also sought on the future vision for the borough with regard to business, enterprise and employment.

In reply to the issues raised by members, Shomsia Ali acknowledged that the establishment of the Employment and Enterprise team were presently behind schedule due to a delay in the recruitment of significant roles, including that of her own, and that they were in the set up phase. Whilst the Navigator Service was now in operation, it had been established on the basis that other services (including job brokerage services) existed in the borough, to which the Navigators could refer residents for further support. Since the commencement of delivery it has transpired that there is a dearth of quality job brokerage service in the borough, and those that exist have limitations set by strict eligibility criteria, such as the Work Programme. Shomsia Ali stressed that the Navigator Service is a pilot service and was therefore regularly reviewed. A formal review of services would commence in June/July 2013. Once the Business Development and Partnership team was fully operational, it would focus on securing external funding for the borough, although members noted that there less such funds available than there had been in previous years. Shomsia Ali agreed that whilst there were fewer funding opportunities now than pre

2008, external funding opportunities did still exist. Its success would be influenced by effective lobbying of the right people and organisations and in developing a strong network. Greater collaboration with voluntary organisations was also desirable to ensure partners in the borough worked together on bidding opportunities rather than compete against each other which may limit the success of the borough as a whole. Shomsia Ali emphasised the importance of working with partner organisations such as Jobcentre Plus, NWL College and work programme providers and to meet such organisations formally on a quarterly or bi-annual basis and ensure that the right and joint objectives were being set, as well as setting a shared action plan.

Shomsia Ali advised that the Navigator Service would continue to produce newsletters for Members and this would be incorporated into an Employment and Enterprise newsletter in future. She advised that the 35% target for the Navigator Service was an end of year target, however it was behind the profile target for this stage of the year and consideration of what changes needed to be made was being undertaken. She added that it is important to remember the service in the context it operates. The Navigator Service is engaging with those residents who are not engaging in other services and who are furthest away from the labour market. 35% job outcome target for this group is a significant challenge. Members noted that the costs of the Navigator Service pilot was £413,000, although as it was a pilot scheme, there was no commitment to this spending in subsequent years and its continuation would be dependent on progress. Shomsia Ali felt that it would be premature to be making wholesale changes to the Navigator Service at this stage as it had only been in operation for a few months and there would be a time lag factor between introducing initiatives and seeing the results of it. With regard to the future vision of business, enterprise and employment in Brent, Shomsia Ali stressed that this needed to be an informed decision and that by going to the market, research could be undertaken to ascertain the potential for business growth and the prospects of job creation. However, she advised that further evidence needed to be obtained before forming this vision. She advised that a research project was currently being commissioned which, amongst other things, was looking into potential growth sector, and this would inform the vision for enterprise in the borough.

Cathy Tyson (Assistant Director – Corporate Policy, Strategy, Partnerships and Improvement) added that welfare changes impacted in many ways, such as increases in residents running into rent arrears. A number of registered social landlords were responding by taking a more robust approach to this and the number of evictions was increasing as a result of this. Such matters would result in an increase in demand for the council to provide temporary housing and provide additional pressure on the council's budget. Efforts were being made to encourage residents to consider even part time work as a means to increase their overall income as some would assume that any work would harm their eligibility to receive benefits. Cathy Tyson advised that around 2,000 residents had been identified as being potentially vulnerable to due to the changes to Housing Benefit, whether they be tenants of private sector property, registered social landlords or BHP. She also explained that the job density measure for Brent was 0.6, which equated to a deficit in available jobs of 40% relative to the borough's working age population, an extremely challenging figure to address. The job density in Park Royal was particularly low and many of jobs in that location were not highly skilled.

The Chair requested that information be provided in respect of the ten job outcomes secured by Navigator Services to date, including what type of posts had been secured, whether they were on a permanent basis or otherwise and the hours of work involved, as well as an update on the Navigator Services' overall progress for the next meeting. He also requested an update on Employment and Enterprise performance for the meeting on 3 October 2013.

6. **Work programme 2013/2014**

The Chair drew members' attention to the work programme and welcomed any further suggestions. He advised that the One Council Overview and Scrutiny Committee had asked that this committee look into use of CCTV and it was noted that this was most likely to be considered at the meeting on 22 July 2013.

7. **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 Monday, 22 July 2013 at 7.00 pm.

8. **Any other urgent business**

None.

The meeting closed at 9.25 pm

Z VAN KALWALA  
Chair

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 <p><b>Brent</b></p>	<p align="center"><b>Overview &amp; Scrutiny Committee</b></p> <p align="center"><b>Report from the Interim Policy &amp; Partnerships Adviser</b></p>
<p align="right">Wards Affected: ALL</p>	
<p><b>Update on community safety issues</b></p>	

## 1.0 Summary

- 1.1 This paper provides information to the committee on three community safety issues:
- An update on the Safer Brent Partnership
  - An update on work by the Council and its partners on ending serious youth violence and gangs
  - Crime and disorder statistics

## 2.0 Recommendations

- 2.1 That the Committee notes the updates and progress being made.

## 3.0 Detail

### 3.1 Safer Brent Partnership

The Crime Prevention Strategy Group met in June. This Partnership Board – now called the Safer Brent Partnership – brings together partners like the police, fire, probation and health services and the Council to set the overall direction on issues associated with community safety.

At a successful meeting, the Board agreed a number of key ways forward:

- A new vision - *“A strong, safe, fair and just Brent where individuals and communities are safe from harm.”*
- Underpinning this, a series of key priorities for the Partnership have been agreed, and a set of actions and performance indicators will also be agreed to

ensure the Board remains on track throughout the year. These priorities are based on a needs assessment and are noted below.

- A commitment to link with other important work programmes being delivered, such as safeguarding children, to ensure that there is no duplication or waste but instead all energies go on working together to make real improvements for people in Brent.

Key strategic priorities for the Safer Brent Partnership:

**Reducing crime - targeting areas of key community concern and working to stop offenders repeating their crimes, focussed on:**

- Residential burglary
- Crime hotspots
- Integrated Offender Management

**Reducing Violence against women and girls - supporting victims of these crimes and bringing the perpetrators to justice:**

- Domestic violence
- Female genital mutilation
- Sexual exploitation (incl. trafficking & prostitution)

**Reducing anti-social behaviour – tackling ways of behaving that make people feel uncomfortable or unsafe in our shared public spaces:**

- Hate crime
- Safer Neighbourhoods (incl enviro crime)

**Reducing the use and mis-use of drugs and alcohol – helping people overcome their addictions and stopping drug dealing**

- Prevention
- Treatment
- Enforcement

**Preventing & reducing youth offending and re-offending – encouraging & supporting young people to stay out of crime**

- Gangs
- Prevention & restorative justice
- Life diversionary schemes

The Partnership Board will meet quarterly to ensure that work is on track. Underpinning the Partnership Board will be action groups tasked with delivering each particular priority area. The leaders of these action groups will meet together every month to share information and ensure that work is delivering against the key milestones set.

### **3.2 Update on gangs and ending serious youth violence**

In September 2011, the Partnership and Place Overview and Scrutiny Group conducted a review of gangs in Brent and the development of services for prevention, intervention and exiting<sup>1</sup>.

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<sup>1</sup> A review of gangs in Brent and the development of services for prevention, interventions and exiting – A partnership and Place Overview and Scrutiny Task Group Report, March 2013.

The key findings of the task group were as follows:

- The need to define gangs and develop a partnership gangs strategy.
- Development of a multi-agency process which assesses identifies and manages risk factors for a gang member.
- Gain a better understanding and respond to the issue of girls in gangs.
- Increase activity to divert young people away from involvement in a gang by providing prevention, intervention and exit services.

In December 2012 Brent was subject to a Home Office Peer review on Ending Gangs and Serious Youth Violence. This review process acted as a 'critical friend' for the SBP and considered the seven principles of Ending Gangs and Youth Violence. These are:

- i. Strong local leadership
- ii. Mapping the problem
- iii. Responding in partnership
- iv. Assessment and referral
- v. Targeted and effective interventions
- vi. Criminal justice and breaking the cycle
- vii. Mobilising communities

It identified that the SBP could further improve their strategic response and the co-ordination of delivery by establishing a strategy and vision alongside a clear implementation plan which sets out ownership and how the strategy will be communicated across the partnership and communities.

Building on the lessons of both of these pieces of work, a range of agencies are now working together under the Safer Brent Partnership to tackle gangs and serious youth violence.

The SBP is best placed to provide the clear strategic direction with operational delivery achieved through a number of multi-agency partnerships and services, for example Brent's:

- Integrated Offender Management Scheme (IOM)
- Multi-agency Public Protection Arrangements (MAPPA)
- Sapphire Team and Rape Crisis/Haven
- Domestic violence services and housing
- Youth Offending Service and Brent Centre for Young People
- Local Joint Action Groups
- Brent PMAP
- Working with Families
- Local Children Safe Guarding Board
- Adult Safe Guarding Board

The Safer Brent Gangs Delivery Group will audit and assess the cohesion across these and other partnerships to ensure services are linked together and are contributing towards addressing gangs and youth violence. It will ensure there is a shared vision and provide the strong leadership and direction required to drive change and improvement.

Activity to tackle gangs in Brent includes

- Intelligence led enforcement action by the police
- Gangs and exit provision
- Localised response to priority offenders through Brent Integrated Offender Management Service (IOM).
- Brent's Working with Families<sup>2</sup> scheme complements this work by supporting those families affected by a number of problems which can also lead to a young person's involvement in gangs.
- Implementation at a borough level of the Trident Gang Commands identification matrix to identify the most harmful gang-affiliated offenders in Brent. In line with the Trident approach entries on the matrix are assessed and ranked in accordance with level of risk of harm posed, and targeted for appropriate enforcement or prevention/diversionary interventions. In 2012 Brent's Matrix had 800 individuals identified and assessed.
- An active use of alternative enforcement options criminal anti-social behaviour orders and tenancy enforcement against gang members.
- The use of Community Impact Statements and Victim Personal Statements to highlight gang aggravating feature for consideration at sentencing
- Prison flagging ensuring we are notified of gang nominal being released from prison into Brent.

However, in line with recent reports, it is recognised that more needs to be done to ensure 'joined up delivery', and to this end, work on gangs is being refocused around seven key principles of ending gang and youth violence:

	<b>Principle</b>	<b>Strategic Action</b>
1	Strong Local Leadership	A clear vision and governance structure provided by this gang's strategy supported by a delivery plan which sets out ownership and how this strategy will be communicated across the partnership and communities.
2	Mapping the problem	Maximise the partnerships use of data from all agencies including the voluntary and community sector to ensure the SBP develops a partnership response based on a well-informed profile of gangs, girls in gangs and sexual exploitation.
3	Responding in partnership	Ensure community safety partners are making progress in delivering objectives set out in this strategy and delivery structures are fit for purpose.
4	Assessment and referral	Improve management of risk, threat and harm to victims and high risk gang nominals by maintaining robust multi-agency identification, assessment and risk management processes with clear referral pathways.
5	Targeted and effective interventions	Improve outcomes relating to targeted interventions e.g. prevention, diversion, gang-exit programmes, resettlement and reducing re-offending for gang members by: (a) Assessing and improving commissioning arrangements and priorities between statutory, voluntary and private sector (b) Identifying priority issues, gaps in provision and opportunities for adding value to existing provision

<sup>2</sup> Brent's version of the DCLG's Troubled Families scheme

		(c) Incentivising all partners to use (and generate) evidence of proven approaches at all times
6	Criminal Justice and breaking the cycle	Strengthen the links with custodial estates and develop Rehabilitative programmes for individuals that provide appropriate support in education, training and employment.
7	Mobilising communities	Build and maintain community trust and support.

Work on each of these is now underway and regular feedback will be presented to the Safer Brent Partnership and other relevant stakeholder and groups in the months ahead.

The work of the recent Overview & Scrutiny Commission and Home Office Peer Review have been critical for establishing this particular way forward.

As part of this programme of work, work is underway concerning the **Definition of a gang**.

The Partnership and Place Overview and Scrutiny Task Group on gangs recognised an agreed definition of the term 'gang' was required in order to ensure a common understanding amongst everyone when gathering evidence about gangs in Brent and avoiding the generic term leading to the everyday activities of a group of young people and even criminal activity as being labelled as gang related when they might not be.

Based on the largely Hallsworth and Youngs 2005 definition and that of the one used by the Centre of Social Justice and the recommendation of the Scrutiny Task Group, the Safer Brent Partnership will adopt the following definition of a gang:

'A relatively durable, predominantly street-based group of young people who:

- (1) See themselves (and are seen by others) as a discernible group, and
- (2) Engage in a range of criminal activity and violence.

They may also have any or all of the following features:

- (3) Identify with or lay claim over territory
- (4) Have some form of identifying structural (or labelling) feature
- (5) Are in conflict with other, similar, gangs.

## Crime data

12 months to May 13 (year) 12 months to May 12 (year)

Meeting  
Date

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Date

<b>Number of Offences</b>	<b>Brent</b>	<b>Met Total</b>	<b>Brent</b>	<b>Met Total</b>
Total Crimes	26,481	754,306	30,886	806,507
Homicide	3	102	6	101
Violence Against the Person (Total)	6,195	147,753	7,145	152,871
Rape	123	3,181	106	3,283
Other Sexual	242	6,674	261	6,742
Robbery (Total)	1,349	33,355	2,079	37,880
Robbery (Person)	1,262	30,959	1,975	35,188
Robbery (Business)	87	2,396	104	2,692
Burglary (Total)	3,507	91,734	4,018	95,273
Burglary Residential	2,633	59,875	3,108	63,026
Burglary Non-Residential	874	31,859	910	32,247
Gun Crime	80	1,904	105	2,285
Motor Vehicle Crime	2,684	87,661	3,238	98,147
Domestic Crime	1,946	49,236	2,056	46,496
Racist & Religious Hate Crime	321	9,058	343	8,595
Homophobic Crime	32	1,072	33	1,210
Anti-Semitic Crime	5	160	4	182
Islamophobic Crime	15	396	17	302

## **4.0 Financial Implications**

4.1 None

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**5.0 Legal Implications**

5.1 There is a statutory responsibility on partners such as the Council etc etc

**6.0 Diversity Implications**

6.1 None

**7.0 Staffing/Accommodation Implications (if appropriate)**

7.1 None

**Background Papers**

**Contact Officers**

David Murray  
Interim Policy & Partnerships Adviser  
X 1699

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 <b>Brent</b>	<p style="text-align: center;"><b>Overview &amp; Scrutiny Committee</b> Monday 22 July 2013</p> <p style="text-align: center;"><b>Report from the Operational Director, Environment and Protection</b></p>
<p>Wards Affected: ALL</p>	
<p><b>Close Circuit Television (CCTV) Update</b></p>	

## 1.0 Summary

- 1.1 Brent Partnership and Place Overview and Scrutiny Committee has invited Environment and Neighbourhood Service – CCTV to provide a short update on the CCTV service. This report provides that update.

## 2.0 Recommendations

- 2.1 That the Scrutiny Panel note the content of the briefing report

## 3.0 Detail

- 3.1 Surveillance camera systems (CCTV) are deployed extensively in England and Wales and Brent has a significant number of CCTV cameras. Used appropriately these systems are valuable tools which contribute to public safety and security and in protecting both people and property.

- 3.2 The objectives of the CCTV camera system are;

- To deter crime
- To assist in the detection and investigation of crime

- To reduce the fear of crime
- To discourage anti-social behaviour
- Assist in traffic management
- Facilitate enforcement of decriminalised parking and traffic regulations
- Assist in town centre and event management
- Support the management of events at Wembley Arena and the national Stadium

3.3 The first four CCTV cameras were installed in Wembley High Road in time to monitor supporters and traffic in Wembley for the European Football Championships in 1996. In the ensuing years the number of cameras has grown to 175 with concentrations in the town centre areas of Wembley, Harlesden, Kilburn and Neasden, and in the vicinity of Wembley National Stadium.

A map showing the locations of fixed cameras is available on the Council's Internet site

<http://www.brent.gov.uk/your-community/crime-community-safety/cctv-in-brent/>

#### 3.4 **Current Position**

As of March 2013 Brent Council owned and maintained 175 fixed CCTV cameras.

- Of those 175, about 30 are regularly used to assist in managing events at the National Stadium. Whilst the cameras are owned and maintained by Brent Council the cost of installation was externally funded from a combination of grants and WNSL
- 82 of the fixed cameras are approved for use regarding enforcement of parking and traffic regulations
- In addition, under a camera sharing agreement, Brent Council has access to 23 CCTV cameras owned and maintained by Transport for London. Access is limited to 3 cameras at any particular time.

3.5 The fixed CCTV cameras are supplemented by 7 deployable cameras which can be used to meet specific demands.

Links between the cameras and the Borough Control Room are a mixture of fibre optic cable, micro wave and BT lines. The fibre optic cable network is owned and maintained by Brent council.

- 3.6 Brent Council and the Metropolitan Police Service are the major stakeholders with interests in, and access to, all cameras in all areas of the system. Brent Council owns, administers and manages the town centre systems and cameras deployed for the enforcement of traffic regulations.
- 3.7 Other stakeholders are Brent Housing Partnership, Wembley National Stadium, Transport for London (TfL) and, internally, Parking Enforcement.
- 3.8 Partnership arrangements allow the Metropolitan Police to view images directly from the police control centres at Hendon/Bow/Lambeth/New Scotland Yard. Images are also made available to the police control room at Wembley Police Station.
- 3.9 Recent constraints on funding mean that the system is unlikely to be expanded in the foreseeable future, unless specific external funding is available including funding for any on going costs beyond purchase and installation e.g. maintenance.

#### **4.0 CCTV Monitoring**

- 4.1 Responsibility for the monitoring of CCTV cameras lies with Emergency Planning and Control. CCTV cameras are monitored 24 / 7 through the CCTV monitoring suite in the Borough Control Room (BCR). Borough Control staff are required to hold a minimum qualification of Level 2 BETEC in Public Surveillance or an equivalent.

In addition the Council's parking enforcement contractor, Serco, monitors approved cameras as part of their enforcement of parking regulations and moving traffic offences.

#### **5.0 Camera Placement and Usage**

- 5.1 A Code of Practice for surveillance cameras will be introduced shortly and, in line with principles underpinning that Code of Practice CCTV will only be used for a specific purpose which is in pursuit of a legitimate aim and necessary to meet an identified pressing need.
- 5.2 Requests for fixed CCTV in new locations must be judged against a set of evidence based assessment criteria. The decision for new camera locations will be based upon:
- Evidence, based on statistical information and techniques such as crime mapping, that the locality in question has a pressing need e.g. the area in question has become a *sustained* crime hot spot

- That the installation of fixed CCTV cameras is a proportionate response to the problem

## **6.0 Deployable Cameras**

6.1 The council has 7 deployable cameras. 4 of the 7 cameras are recording devices only and cannot be actively monitored. Their use is also governed by the Codes of Practice. By their nature they are not intended to be installed for extended periods of time and their deployment will be subject to regular review. Their use must be proportionate and appropriate, and their deployment should only be made after all other solutions to an identified problem have been meaningfully considered. They should not be seen as a first option.

Deployable cameras are not deployed on property not owned by the council.

6.2. Budgetary constraints within the CCTV service now require that those requesting the deployment of deployable cameras fund the installation and removal costs.

## **7.0 Replacement**

7.1 Funding constraints and the forthcoming Code of Practice necessitate that the automatic replacement of existing cameras cannot be assumed. Factors which have to be taken into consideration in deciding upon the viability of replacement include;

- Cost of replacement, including on-going maintenance costs
- Availability of external funding
- Likely social impact of decommissioning
- Review under the Code of Practice to ensure continuance of 'pressing need'
- Usage made of camera by stakeholders such as MPS and Wembley national Stadium

## **8.0 Performance Management**

8.1 At present the CCTV service reports certain information to measure the usage and performance of the provision of CCTV. These are:

- Number of camera days CCTV cameras working
- Number of CCTV cameras in operation
- Number of hours that Police officers use the CCTV suite
- The number of tapes viewed in the Control Room by Police to assist with crime investigation
- The number of tapes copied for Police
- Surveillance by Police using the Control Room (hours)

- Surveillance for Police by the Control Room Officers(hours)
- The number of incidents recorded on camera in the South Kilburn area for Brent Housing Partnership

Although discussion has taken place through the London wide CCTV Users Group, as yet no benchmarking arrangements have been agreed.

## **9.0 Constraints**

### **9.1 Budget**

The major constraint upon the further development of CCTV is financial, particular in today's economic climate.

Any expansion of Brent's system or any potential for multi borough collaboration would involve considerable initial capital investment and such funding is unlikely to be available in the foreseeable future.

At a more local level regeneration projects may provide the opportunity for small scale expansion, as has been the case in Harlesden Town centre (See below).

Whilst there is potential for longer term financial savings on the operating costs by expanding our fibre optic or micro wave capability this would again require significant initial capital outlay.

### **9.2 Codes of Practice**

As previously indicated new Codes of Practice will shortly be implemented. The Codes set out the parameters within which Brent's CCTV system will be required to operate and lay out constraints upon its usage. The Codes do not depart significantly from current practice but lay down a formal framework with which compliance is expected.

## **10.0 New projects**

### **10.1 Harlesden Town Centre**

The regeneration of Harlesden Town Centre has provided the opportunity for local expansion of the CCTV network. An additional 8 fixed cameras have been funded through the regeneration project and will provide further public area surveillance in a busy area and enhance traffic management in the area.

## **11.0 Short and long term plans for the service**

### **11.1 Shared capability**

Budgetary constraints place increasing pressure on the CCTV service of all local authorities. It is likely that the feasibility of shared CCTV services amongst West London boroughs may offer cost savings in the long term. Whilst this issue was explored some years ago, and not progressed, the current economic position may now render the proposal a more viable option.

### **11.2 Reduced operating hours**

Dependant upon future budgets the option of reduced CCTV operating hours may need to be considered. This would be a significant move and consultation with partners would be required. The impact of reduced hours would not only impact on the CCTV service but also upon our emergency response capability as Control Room Officers also undertake the initial, out of hours, response to requests for council response to local emergencies such as fires and burst water mains.

### **11.3 CCTV Strategy**

Officers will be undertaking a review of the Councils strategic approach to CCTV in the autumn, addressing the size and scale of the network, its management and maintenance, the use to which the network is put and the value which is derived from it. Initial consultation with key stakeholders will begin shortly.

## **12.00 Financial Implications**

12.1 None specific to this report

## **13.0 Legal Implications**

13.1 None

## **14.0 Diversity Implications**

14.1 None

## **15.0 Staffing/Accommodation Implications (if appropriate)**

15.1 None

### **Background Papers**

None

## Contact Officers

Alvin Wakeman – CCTV Manager

Martyn Horne – Head: Emergency Planning and Control

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**Partnership & Place Overview & Scrutiny Committee Work Programme 2013/14  
Chair Cllr Van Kalwala**

<b>Date of Meeting</b>	<b>Agenda item</b>	<b>Requested Information / Evidence</b>	<b>Invited witnesses</b>	<b>Notes</b>
<b>Thursday 30<sup>th</sup> May 2013</b>	<b>Brent Fire Borough Commander</b>	Update on budget, options and changes to Brent Fire Services in 2013	<b>Terry Harrington Brent Borough Commander</b>	
	<b>Employment Enterprise Update</b>	Update on the how the employment enterprise programme is performing	<b>Andy Donald Director of Regeneration &amp; Major Projects &amp; Shomsia Ali Head of Employment &amp; Enterprise</b>	
	<b>2013/14 Work Programme</b>	Lead by the Chair, this is a discussion by committee members to recommend items that will be added to the 2013/14 Work programme	<b>Partnership &amp; Place OS Committee Chair Cllr Zaffar Van Kalwala</b>	
<b>Monday 22<sup>nd</sup> July 2013</b>	<b>Brent Police Services</b>	Policing issues within Brent & Crime performance information a	<b>Superintendent Nick Davies</b>	
	<b>Safer Brent Partnership</b>	Update - Safer Brent Partnership	<b>Sue Harper, Director Environment and Neighbourhoods &amp; David Murray Policy &amp; Partnership</b>	

	<p><b>Brent Safer Neighbourhoods Team</b></p> <p><b>Brent Close Circuit Television (CCTV)</b></p> <p><b>Gangs Task Group</b></p>	<p>Presentation on how the service operates and how member can be more involved</p> <p>Presentation on how the service operates and how member can be more involved</p> <p>Update on gang work under taken to date</p>	<p><b>Advisor</b></p> <p><b>Inspector Safer Neighborhoods Team Sean Lynch</b></p> <p><b>Alvin Wakeman – CCTV Control Room Manager</b></p> <p><b>Kiran Vagarwal – ASB Team Manager &amp; David Murray Policy &amp; Partnership Advisor</b></p>	
<p><b>Thursday 3<sup>rd</sup> October 2013</b></p>	<p><b>Ward Working Annual Report</b></p> <p><b>Community Rights</b></p> <p><b>Partners for Brent</b></p>	<p>A report that details the work of the Ward Working Team in 2012/13</p> <p>Update on working taking place around the Community Right to Bid and Challenge</p> <p>A report that sets out progress on delivering the work programme of Partners for Brent</p>	<p><b>Christine Collins Cllr Denselow Lead member</b></p> <p><b>Cathy Tyson Assistant Director Strategy Partnership Improvements</b></p> <p><b>Jo McCormick Partnership Co-ordinator</b></p>	

<b>Wednesday 20<sup>th</sup> November 2013</b>	<b>Work Programme Providers</b>  <b>Employment Enterprise Update</b>	Update on work providers progress  Update on the employment enterprise programme performance	<b>Various providers</b>  <b>Andy Donald Director of Regeneration &amp; Major Projects &amp; Shomsia Ali Head of Employment &amp; Enterprise</b>	
<b>Tuesday 21<sup>st</sup> January 2014</b>	<b>Multi Agency Safeguarding Hubs (M.A.S.H)</b> <ul style="list-style-type: none"> <li>• <b>Police</b></li> <li>• <b>Children's social Care &amp; safeguarding</b></li> <li>• <b>Housing</b></li> <li>• <b>Youth Offending</b></li> <li>• <b>Adults Safeguarding</b></li> </ul>	Various providers will provide the committee with an update to the launch and progression of the Multi Agency Safeguarding Hub. The Committee will also hear from the Adult safeguarding team.	<b>Various Providers</b>	
<b>Thursday 20<sup>th</sup> March 2014</b>	<b><i>Registered Social Landlord performance</i></b>  <b><i>Brent Housing Partnerships Performance</i></b>	Update of the registered social landlords performance and services level agreements  Overview of BHP Performances	<b>Tony Hirsch Head of Housing Policy &amp; Performance</b>  <b>David Bishop Performance Manager</b>	

*Other issues the committee would like to cover date to be confirmed:*

- ***Employment in Brent***
- ***Policing in Brent – The Borough Commander will be invited to discuss policing issues in Brent***
- ***Registered Social Landlord performance***
- ***Council for Voluntary Services – Update***
- ***Crime Performance Information – Regular updates***
- ***Partners for Brent – updates on the delivery of their work programme***
- ***Update multi agency data hub (census)***
- ***Fire Commander – Service performance and reductions in services/Consultation Update***
- ***Employment Enterprise update***
- ***Community Right to Bid - Summary and work to date***
- ***Community Right to Challenge***
- ***Work Programme Providers***
- ***Gangs Task Group***
- ***Multi Agency Safeguarding Hub***