



Scrutiny Committee

Thursday 5 November 2015 at 7.00 pm

Boardrooms 3-5 - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Membership:

Members

Councillors:

Filson (Chair)
Colwill (Vice-Chair)
Daly
Farah
Kelcher
Miller
Stopp
Tatler

Substitute Members

Councillors:

Agha, Hector, Khan, J Mitchell Murray, Nerva,
Ketan Sheth and Thomas

Councillors:

Kansagra and Maurice

Co-opted Members

Ms Christine Cargill
Mr Alloysius Frederick
Dr J Levison
Mr Payam Tamiz
Iram Yaqub
Vacancy

Observers

Ms J Cooper
Ms C Jolinon
Mrs L Gouldbourne
Brent Youth Parliament representatives

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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 interests	
Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.	
2 Deputations (if any)	
3 Minutes of the previous meeting	1 - 6
4 Matters arising (if any)	
5 Brent Local Safeguarding Children Board Annual Report	7 - 80
The purpose of this report is for the independent chair of the Brent Local Safeguarding Children Board (LSCB) to present the LSCB annual report to members.	
6 Scrutiny task group on Closed Circuit Television (CCTV)	81 - 112
This task group was requested by the Scrutiny Members in response to Brent resident's requests for increased levels of CCTV in the borough. The purpose of the task group was to analyse and understand the effectiveness of CCTV in Brent and its impact on reducing anti social behaviour crime, and, to review policies and processes in comparison to others and best practice.	
7 Scrutiny task group on Fly tipping	113 - 150
This task group was requested by the Scrutiny Members in response to communicated concerns from Brent residents regarding increased fly-tipping levels. The purpose of the task group was to analyse and understand the borough's knowledge, behaviour and understanding of fly-tipping, and to review local fly-tipping policies and processes of the council and its partner's.	
8 Scrutiny forward plan	151 - 152
9 Scrutiny key comments, recommendations and actions	153 - 174

10 Any other urgent business

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

Date of the next meeting: Wednesday 2 December 2015



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- The meeting room is accessible by lift and seats will be provided for members of the public.

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MINUTES OF THE SCRUTINY COMMITTEE Thursday 8 October 2015 at 7.00 pm

PRESENT: Councillor Filson (Chair), Councillor Colwill (Vice-Chair) and Councillors Daly, Farah, Kelcher, Stopp, Miller and Tatler, together with Ms Christine Cargill, Mr Alloysius Frederick, Mr Payam Tamiz and Iram Yaqub.

Also Present: Councillors Harrison, Pavey, Perrin and Southwood together with Maansi Luhar (Brent Youth Parliament).

Apologies were received from: Co-opted Member Dr J Levison and appointed observers Jenny Cooper, Chrissy Jolinon and Lesley Gouldbourne

1. **Declarations of interests**

None declared.

2. **Deputations**

None.

3. **Minutes of the previous meeting**

RESOLVED:

that the minutes of the previous meeting held on 9 September 2015 be approved as an accurate record of the meeting.

4. **Matters arising**

None.

5. **Data request log**

The committee noted that replies had been received to the five questions asked and Tony Kennedy (Head of Transportation) undertook to respond to the outstanding transport questions by the following day.

6. **Parking Strategy 2015**

The Lead Member, Environment, Councillor Southwood introduced the 2015 Parking Strategy and accompanying report which was due to be considered by the Cabinet at the meeting on 16 November 2015. Councillor Southwood indicated that the strategy brought together current policy to bring clarity to issues and be a reference document. The report asked for reconfirmation of the hierarchy of priorities for on-street parking, a policy for the service and the priorities going forward, particularly, Councillor Southwood reminded, given the council's current financial position. Gavin Moore (Head

of Parking and Lighting) added that many changes had been made since the 2006 Parking and Enforcement Plan and the strategy was an opportunity to identify future direction.

Members were invited to make observations on the strategy. It was suggested that the strategy could include more on changes that could be made in the future, the impact of parking restrictions on businesses and how to amend CPZs. Also raised was the impact of planning permission for developments without parking spaces in the south of the borough and the amount of income from parking enforcement. Also questioned was who was the focus of the council's vision: residents or visitors. Enforcement of traffic schemes and CPZs was also raised. A member suggested a one hour parking restriction in a specific location could stop all day commuter parking and assist emergency vehicle access. Questions were raised on parking enforcement outside schools and the need for more analysis of opening and closing times, school expansions and the need for more improved signage for parking restrictions. Members queried comparison with other local authorities and the arrangements in place to work with neighbouring boroughs on shared boundaries.

The committee agreed that the north and south of the borough experienced different problems given the shortage of off-street parking and relatively small parking spaces between houses in the south compared with the north of the borough's commuter parking problems. Concern was also expressed over parking around schools and the likelihood of accidents and the need for parking arrangements to be in place for visitors to places of worship.

The Chair drew attention to parking policies set out in the report and put forward a need for a hierarchy of on-street parking. He suggested a distinction be drawn between parking 'need' and parking 'demand', citing the example of people with disabilities who depended entirely on the use of their cars. Additionally, local businesses should be prioritised, and also essential workers and care workers should not be given a lower priority than residents.

Councillor Southwood responded that she felt the vision of the strategy to be to manage existing and future demand and promote sustainable transport as, while the rate of car ownership was falling, population levels were increasing. Additionally to identify creative ways of managing travel to and parking around schools. She also reiterated that funds were not currently available to amend existing CPZs and so a priority list should be compiled for as and when resources allowed. Regarding business priorities, Councillor Southwood felt there was need for fundamental changes and, working with businesses to develop a list of priorities. She also suggested a need for a policy review for religious and other large gatherings particularly where residents have paid for parking permits and requests were made for parking restrictions not to be enforced.

Gavin Moore (Head of Parking and Lighting) responded to the points raised by members and acknowledged the differences across the borough and the need to tailor policy accordingly. Both enforcement and support were required. He acknowledged that the economic priority of supporting retail should be extended to local employers citing the example of Park Royal where businesses were being adversely affected by commuter parking. On parking enforcement, he stated that bailiff enforcement was a last resort and that efforts were being made to improve on the bailiff contractor's current success rate and achieve faster decision making. Gavin Moore confirmed that the

Parking Strategy was a statement of the current position taking into account the Long Term Transport Strategy and local plans. He confirmed that the council did have regard for borough boundaries and also benchmarked performance and matched charging rates. In some places, other boroughs charged more and so some drivers opted to park in Brent. Gavin Moore advised that any surplus in the parking account was earmarked for concessionary fares and transport services.

Gavin Moore referred members to the Annual Parking report which was available on the council's website. He reminded the committee that CCTV could no longer be used for parking enforcement with the exception of zig zag lines and bus stops. Staff had been redeployed to streets and productivity targets continued to be met. This loss of powers had disadvantaged schools and shopping areas. CCTV could still be used for moving traffic violations and the aim was to place them carefully and seek to change behaviour. Positioning outside schools would be revisited. The productivity target was for efficiency of activity not the number of Penalty Charge Notices (PCNs) issued and efforts were made to ensure the aim of increasing efficiency and improving traffic flow. Specifically regarding parking outside schools the need was for appropriately designed restrictions, persuasion with travel plans and parental behaviour and finally targeted enforcement. Councillor Southwood agreed on the need to raise the profile of the rules governing school parking.

The committee then went on to ask questions about the problems in imposing one hour parking restrictions to deter all day commuter parking and the use of wardens to change parents anti social parking behaviour. The needs of those attending centres for disabilities and special needs was also highlighted alongside the impact of CO₂ emissions which one member felt that a one hour parking restriction in a particular area would help alleviate. Views were expressed in support of children being encouraged to walk to school and parking charges being reduced to encourage shoppers into the borough. Increased development of car parks was suggested. Questions were also raised on modern camera technology and whether efforts had been made to generate income. The view was also put that the Strategy should be less optimistic in tone so as to manage expectations, given the council's financial position. Tony Kennedy responded that in the absence of a CPZ budget, Section 106 and Local Improvement Plan (LIP) funds were used where possible. Good practice was to review after one year and he agreed specific areas could be targeted for enforcement. Gavin Moore confirmed that revenue opportunities were being taken into account when considering off-street parking provision. In response to a suggestion for penalty charges to be increased Gavin Moore reminded the committee that these were set London wide and could not be varied. He advised that targets were being set for parking and traffic PCN collection rates which he hoped would improve. Members heard that car park usage was being expanded and cashless arrangements, away from residential areas investigated. Consideration was also needed to prevent shop owners and staff from parking in shopping bays.

The following data requests were made:

- the amount of parking enforcement money collected by bailiffs
- the number of fatalities and injuries
- the extent to which the new parking contract has helped to achieve improvement targets.

RESOLVED:

that the 2015 Parking Strategy be noted and comments forwarded to the Cabinet for their consideration at the meeting on 16 November 2015.

7. **Complaints Annual Report 2014-15**

The report before the Scrutiny Committee provided an overview of corporate complaints received by the council during the period April 2014 to March 2015.

Councillor Pavey (Deputy Leader) in introducing the report emphasised the importance of complaints as a feedback opportunity and responsiveness indicator and felt the report would benefit from the inclusion of more case studies to demonstrate the human side. He was pleased to report consistent improvement in the speed of resolution with a high percentage resolved within 20 days. Councillor Pavey regretted the number of complaints about staff and customer services and drew attention to the list of planned improvements. Cathy Tyson (Head of Policy and Scrutiny) outlined the investigation process which aimed to seek remedy rapidly and was pleased to report that in the final quarter, 100% had been resolved within the target deadline. Cathy Tyson acknowledged concern about poor customer service, the need for clear correspondence and action plans were being compiled together with a corporate programme to reinforce standards.

The Chair expressed concern at the relatively high number of complaints fully or partly upheld at first stage and also at final stage and requested more information on cases where maladministration had been found, to aid understanding. Members questioned the possible reasons behind findings of poor customer care, the extent to which it was attributable to a lack of training or low staff morale and whether there were patterns between services. Members also questioned the response times and heard that most were resolvable within the 20 days target and questioned whether straightforward cases where the council was at fault were accepted and apologies issued at an early stage. Members requested justification for the view expressed in the report that customers resorted to the complaints process as a means of having a negative decision reviewed. They also questioned what action was being taken to compensate cases where homeless families have been kept in bed and breakfast accommodation longer than the maximum six weeks. Concern was also expressed at complaints over Veolia staff behaviour suggesting the need for independent audit. Members agreed on the need for improved communication with the public.

Councillor Pavey expressed a preference for fewer number of complaints but with a higher number upheld and Cathy Tyson added that the complaints where it had been found that policy and procedure had not been properly explained were avoidable. Councillor Pavey also questioned how it was possible to accurately benchmark complaints when they came in a variety of forms. Cathy Tyson advised that the council took part in London wide comparisons and reminded the committee that the Complaints Team was small, with no staff based in departments allowing for a corporate grip on the numbers.

Concern was also expressed at the length of time taken to complete repairs and questioned why this was the case especially for urgent cases involving residents' safety. They suggested that staff should be more empathetic and less judgemental of complainants. Additionally, it was put that there was a democratic deficiency with many

residents not aware of the role of the council. A change in terminology from customers to residents was suggested to help bring about an attitudinal change.

Councillor Pavey acknowledged that a lot of work was required beyond the scope of the report involving the whole workforce, not forgetting hard to reach groups who had not complained. Cathy Tyson advised that the use of the investigation standard was stressed to lead to a better standard of outcome. Encouraging more complaints and using comment cards would also assist, with the vulnerable helped by advocates. It was recognised that the compensation level at stage 1 should be higher and action was being taken to address this.

RESOLVED:

- (i) that the council's performance in managing and resolving complaints be noted;
- (ii) that the actions being taken to improve response times to complaints and reduce the number of complaints which escalate to the final review stage be noted;
- (iii) that a progress report be submitted in six months' time.

8. **Fly Tipping task group scope**

The Committee considered the proposed scope for the Scrutiny task group on Fly Tipping in Brent. This task group has been requested by the Scrutiny members in response to communicated concerns from Brent residents.

RESOLVED:

that the scope be noted.

9. **Scrutiny key comments, recommendations and actions**

The Committee received the log of key comments, recommendations and actions. Members noted that school admissions was listed as a proposed task group however were reminded that the process was bound by statute and the availability of places locally and in neighbouring boroughs. Councillor Pavey advised that most children had been offered school places but it been a difficult process. The school expansion programme had gone well however the additional students would in time be placing demands on secondary schools.

10. **Any other urgent business**

None.

The meeting closed at 9.25 pm

D FILSON
Chair

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Scrutiny Committee
5 November 2015

**Report from the Independent
Chair of the Local
Safeguarding Children's
Board**

For Action

Wards Affected:
ALL

**Brent Local Safeguarding Children Board
Annual Report**

1.0 Summary

1.1 The purpose of this report is for the independent chair of the Brent Local Safeguarding Children Board (LSCB) to present the LSCB annual report to members.

2.0 Recommendation

2.1 That the Scrutiny Committee reviews and notes the contents of the LSCB annual report.

3.0 Detail

3.1 "Working Together to Safeguard Children 2015" is the statutory guidance issued by the Government with regard to effective multi-agency working to safeguard children. It addresses the legislative requirements and expectations on individual services to safeguard and promote the welfare of children and provides a framework for LSCBs to monitor the effectiveness of local services.

3.2 The Chair of the Local Safeguarding Children Board must publish "an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area". The report should be published in relation to the preceding financial year. This report covers the period April 2014 to March 2015..

3.3 The guidance states that the report should be submitted to the Chief Executive, Leader of the Council, the local police and crime commissioner and

the Chair of the Health and Wellbeing Board and copies will be circulated in line with the 2015 guidance.

- 3.4 This report covers year 3 of the three year business plan.
- 3.5 The refreshed business plan was agreed by LSCB partners in December 2014.
- 3.6 The annual report addresses the effectiveness of child safeguarding and promoting the welfare of children in Brent. This includes an assessment of the performance and effectiveness of local services.
- 3.7 The report includes an analysis of the progress of the Board in addressing its four priorities:

Child Sexual Exploitation (CSE)

Board members are assured that arrangements to identify and safeguard children at risk of child sexual exploitation are effective and that initiatives are in place to promote prevention of potential victims, protection of victims, prosecution of perpetrators and support for recovery of victims of child sexual exploitation.

Harmful Practices

Board members are assured that there are effective partnership arrangements in place to safeguard children and young people from harmful practices. These include, Female Genital Mutilation (FGM), Honour Based Violence, Trafficking and Forced Marriage. It is acknowledged that domestic abuse can be a feature across these practices.

Anti Radicalisation

Board members are assured that effective measures are in place to prevent children and young people from being radicalised and to identify and support those young people who have been radicalised to change.

An Effective Board

Board partners work effectively together to safeguard and promote the welfare of children and young people.

To evaluate the effectiveness of the Board in fulfilling its core tasks three types of performance indicators have been considered:

Quantity -how much did we do?

Quality- How well did we do?

Outcome/Impact-what difference has been made?

- 3.8 The report addresses the finances of the Board and how the budget is committed.

4.0 Financial Implications

- 4.1 None

5.0 Legal Implications

5.1 None

6.0 Diversity Implications

6.1 None

Background Papers

Brent Local Safeguarding Children Board (LSCB) annual report

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Keeping children safe is everyone's responsibility

Brent LSCB

Annual Report

**Addressing the progress of the Business Plan
2012-15 covering the period**

2014-15

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1. Chair's Foreword

I will be leaving my role as Independent Chair after nearly three years and the role will be held by Catherine Knights, Vice Chair until such time as a new chair is appointed. I have overseen the LSCB's 3 year plan covering 2012-15 and it is time for a new chair to drive forward a new plan. This year in particular has been a year of transition, the Board has reviewed the Executive Group and the composition of its sub groups to focus on being more responsive to the emerging safeguarding children needs of Brent.



There have been structural changes in partner agencies; The London North West Healthcare Trust became operational in October 2014, bringing together what was the Ealing Hospital Trust and North West London Hospitals. The contract for School Nursing has been awarded to Central London Healthcare and a new provider is welcomed to Brent. Key senior managers have left posts with new colleagues coming in bringing opportunities for positive change. These changes have had an impact on the Board which has needed to review its operation.

We now have four clear priority areas of safeguarding children identified by partners driven both nationally and locally. Our priorities dovetail with the priorities of other strategic Boards within the borough; our priorities are clear and unambiguously rooted in safeguarding.

They are;

- To be an effective Board ensuring purposeful work, holding partners to account with regards to their safeguarding responsibilities through ensuring the Board itself is fit for purpose.
- To draw together other strategic partners, their work and priorities to safeguard children and young people from Child Sexual Exploitation.
- To work collaboratively to protect children and young people from Harmful Practices such as Female Genital Mutilation (FGM), so called honour based violence, trafficking, witchcraft and spirit possession
- To assure ourselves that we are working collaboratively across the partnership to safeguard children from extremism through working collaboratively with partners and other strategic boards.

I wish the partnership well in progressing future work.

Chris Spencer

Independent Chair

Brent Local Safeguarding Children Board

2. Glossary of Terms

Term	Meaning
CPP	Child Protection Plan
CSC	Children's Social Care
CSE	Child Sexual Exploitation
BME	Black and Minority Ethnic
CAF	Common Assessment Framework
CAFCASS	Children and Family Court Advisory and Support Service
CAIT	Child Abuse Investigation Team
CRC	Community Rehabilitation Company
CAMHS	Child and Adolescent Mental Health Services
CCG	Clinical Commissioning Group
CDOP	Child Death Overview Panel
DALC	Developing a Learning culture sub group
QA and O	Quality audit and Outcomes sub group
P and P	Policies and Procedures sub group
VG	Vulnerable Groups sub group
CDOP	Child Death Overview Panel
LSCB	Local Safeguarding Children Board
SAB	Safeguarding Adults Board
HWBB	Health and Wellbeing Board
CPA	Community Partnership Advisor

Term	Meaning
CRG	Community Reference Group
DBS	Disclosure and Barring Service
DfE	Department for Education
FGM	Female Genital Mutilation
DA	Domestic Abuse
GP	General Practitioner
LA	Local Authority
LAC	Looked After Child / Children
LADO	Local Authority Designated Officer
MAPPA	Multi Agency Public Protection Arrangements
MARAC	Multi Agency Risk Assessment Conference
MASE	Multi Agency Sexual Exploitation
NHS	National Health Service
NSPCC	National Society for the Prevention of Cruelty to Children
OFSTED	Office for Standards in Education, Children's Services
SCR	Serious Case Review
SMART	Specific, Measurable, Achievable, Realistic, Timely
VAWG	Violence Against Women and Girls

3. Executive Summary

Brent is the most densely populated outer London borough with a population of 317,264, 35.1% of whom are aged between 20 and 39. There are 79,789 children and young people aged 0-19 living in Brent of whom 28.8% live in poverty. Brent is ethnically diverse, with 65.0% of its population from black, Asian and minority ethnic (BAME) backgrounds. 149 languages are spoken in Brent, with one in five households having no-one who speaks English as a first language.

Services for children and families in Brent are provided through the application of the [Brent Levels of Need and Thresholds Protocol](#) which identifies the continuum of help which is provided across the 4 levels of need. The Brent Family Front Door (BFFD), incorporating a Multi-Agency Safeguarding Hub (MASH) takes a multi-agency/disciplinary view across the whole family to build a fuller picture of family circumstance and levels of risk and need. The team ensures referrals are passed to the right service, including the locality social work teams, Family Solutions (early help and family support); other specialist service; or it can involve signposting families and professionals to another service e.g. universal or enhanced health services.

Families with more complex needs can be addressed within the "Working with Families" strategy using the Troubled Families criteria. Support can include direct work with family members, access to parenting programmes, assistance with substance misuse, or domestic abuse issues, access to counselling services for parents and young people, and mentoring services for children.

In 2014 Children's Social Care (CSC) accessed Innovation England funding to join a national project to further embed the "Signs of Safety" culture of working. The Board will keep this initiative in its sights as it is likely to have significant impact on multi agency safeguarding work.

Child Sexual Exploitation has become a national agenda item due to a number of high profile cases across the country. Where CSE or the risk of CSE is identified or considered a risk, the usual safeguarding child protection procedures are followed. [The Brent CSE screening tool](#), is located on the LSCB website. To date 80 cases have been reviewed. Front line practice was complimented as being sound by Ofsted inspectors undertaking a CSE thematic inspection in October 2014. The Board are developing their work the CSE sub group chaired by the Strategic Director of Children and Young People.

There are clear links with CSE and missing children. Missing children continue to be under scrutiny by the Board with a new multi agency group chaired by the Operational Director of Children and Young People set up in January 2015. There is close liaison with the Education Welfare Service to share information with regards to those children missing from Education. A recent audit of children missing from Education has resulted in processes being put in place which have reduced unresolved cases and established an absence management programme from day one with an attached risk assessment tool.

A review of CSC figures of Children in Need, Children subject to Child Protection Plans (CPC) and Children Looked After has shown similar figures over the last three years although there has been a reduction of children subject to CPCs of 2.5%. Of the 235 children currently on plans 15 have Care and Health plans and are being worked with through the Children with Disabilities team. These figures are under review as research has indicated children with disabilities are 3 times more likely to be abused.

There has been an extensive campaign run by Brent Placements Service with regards to privately fostered children. There are currently 11 notifications but concerns that this does not reflect the true number. Work continues to raise the profile of private fostering.

Domestic abuse continues to be a significant problem with Brent being the 10th highest out of the 32 London boroughs for domestic offences by volume. 317 children were identified in the Multi Agency Risk Assessment Conferences (MARAC) which has taken place over the last year. A new provider, Hestia has been commissioned to provide a range of services to survivors, including support where there are children.

The review of the Probation Service has resulted in two new services emerging. The National Probation Service provides services for high risk offenders. The Community Rehabilitation Company addresses medium and low risk offenders. New safeguarding processes have been introduced and progress and outcomes will be reported into the Board.

In 2014 the Board developed [governance protocols](#) with;

- The Health and Well-Being Board (HWWB)
- The Safer Brent Partnership (SBP), this has recently been revised due to the SBP having reviewed and changed its priorities. This will be presented to the Board and signed off by the new Chair.
- The Safeguarding Adults Board (SAB)
- A draft protocol has been prepared for Brent Children's Trust which became operational in January 2015. This will be signed off by the new Chair once appointed.

Brent LSCB signed off its new Business Plan in December 2014; the priorities of the Board have been informed by national and local agendas and an understanding of related Brent specific drivers. It adopted strategic principles to underpin its work and identified four new priorities.

Child Sexual Exploitation (CSE)

Board members are assured that arrangements to identify and safeguard children at risk of child sexual exploitation are effective and that initiatives are in place to promote prevention of potential victims, protection of victims, prosecution of perpetrators and support for recovery of victims of child sexual exploitation.

Harmful Practices

Board members are assured that there are effective partnership arrangements in place to safeguard children and young people from harmful practices. These include, Female Genital Mutilation (FGM), Honour Based Violence, Trafficking and Forced Marriage. It is acknowledged that domestic abuse can be a feature across these practices.

Anti Radicalisation

Board members are assured that effective measures are in place to prevent children and young people from being radicalised and to identify and support those young people who have been radicalised to change.

An Effective Board

Board partners work effectively together to safeguard and promote the welfare of children and young people.

Work to address these priorities is being undertaken by the sub groups of the Board and managed through the Executive Group. To evaluate the effectiveness of the Board in fulfilling its core tasks three types of performance indicators have been considered:

- Quantity -how much did we do?
- Quality- How well did we do?
- Outcome/Impact-what difference has been made?

This approach is based on a performance management framework used by Staffordshire, based on work undertaken by Eastern Region.

Quantity-How much did we do?

A number of different sources of information have been drawn upon to give a sense of the breadth of the Boards activities. The Board has drawn upon data from the LSCB Dataset, it is acknowledged that there has been an over-reliance on Social Care data and this is under review.

The Board also has a full range of management reports presented to ensure there is current knowledge of multi agency safeguarding initiatives taking place and performance with regards to agencies safeguarding practice.

There is a standing agenda that provides updates on the work of the sub groups and other strategic bodies. The Partnership improvement Plan enables the Board to track progress against both single and multi agency targets.

Quality-How well did we do it?

This has been addressed from both a multi and single agency perspective by considering the experiences of children and families, the experience of practitioners, section 11 action plans and actions and learning emerging from Serious Case Reviews, audits and a self assessment of the Board.

Outcome/Impact-what difference has been made?

The Board has considered evidence in the following areas:

- Children and young people living in the area being and feeling safe
Work has been undertaken with schools and children's centres addressing the requirements of "Keeping Children Safe in Education March 2014, revised March 2015"

The Community Reference Group has been active in promoting events for young people by young people.

There has been a focus on Early Help promoted through the Family Solutions Team, children's Centres and Aligned Services.

- Children and young people feeling safe from abuse (harm) and neglect
Brent Family Front Door was launched in July 2013 and reviewed in December 2014. The review found high risk cases were given the utmost priority and kept safe through BFFD decisions. Children's voices were heard and responded to in both CP and CLA reviews. Brent is now being supported through the Governments Innovation Fund to further progress "Signs of Safety" to enable family strength to be worked with, ensuring children's voices are heard and acted upon to enhance their safety. The Family Nurse Partnership is working with young mothers to provide positive and safe relationships for both mothers and their children.
- Individuals being confident in: understanding and identifying neglect and abuse of children and young people and, and in knowing what to do if they have a concern about a child or young person.

A comprehensive development programme is available through Brent LSCB Learningpool which offers both face to face and Elearning opportunities. This will be aligned to the newly revised Working Together to Safeguard Children in March 2015.

This includes links to the revised "What to do if you are worried a child is being abused." The training offered includes courses that address the LSCB priorities.

Reports are available from the chairs of all sub groups which address the work of the groups throughout the year. There has been a change of chair in the Policy and Procedures sub group, the SCR and the CSE sub group.

Challenges

Challenges are made both formally through the direct intervention of the Chair or more commonly through the debate that takes place within the Board as a result of feedback from other statutory bodies, sub groups or presentations.

A challenge log is maintained to reflect the challenge and the outcome. It has been agreed that future Board minutes will reflect challenges within the meetings as well as learning points emerging.

4. Introduction

The Brent LSCB Business plan spans the period 2012-15, however this annual report focusses on year 2014-15. The work of the LSCB is scaffolded by its business plan and addressed by the sub groups of the Board, using a range of methods such as;

- virtual and actual groups
- stakeholder groups
- steering groups
- task and finish groups

The plan has been refreshed each year, changing to reflect the emerging challenges facing Brent. It has needed to be dynamic and responsive to the twin challenges within the public sector of financial restriction and an increasing demand for services. Agency restructure has required review of membership of both the Board and sub groups.

2012-13 saw the emergence of the new plan and a revised structure, 2013-14 saw a developing plan beginning to embed and the emergence of stronger working together across the Safer Brent Partnership, the Health and Well-Being Board and the Safeguarding Adults Board through governance arrangements but a need for more SMART priorities.

The Business Planning Day on 20th September 2014 saw a proposed plan with defined strategic principles and specific themed priorities. The business plan was signed off by the Board in December 2014.

It is proposed to use this annual report as a catalyst for a new planning cycle commencing in April, producing a plan for 2015-16, building on the lessons learnt from 2014-15.

“Working together to safeguard children 2013” states that the annual report should;

- Provide a rigorous and transparent assessment of the performance and effectiveness of local services.
- Identify areas of weakness, the causes of those weaknesses and the actions taken to address them and further proposals for action.

This report recognises progress and achievements as well as acknowledging challenges, demonstrates the extent to which the LSCB fulfils its functions and assesses its effectiveness.

5. Safeguarding in Brent - A Snapshot



Approximately **60%** of children and young people speak English as an additional language

79,789 children and young people between the age of 0 and 19 are living in Brent.

92% of Brent school children are from a minority ethnic group

24 Child Deaths presented to the Child Death Overview Panel

of **143** LADO referrals, **63** met the threshold to hold a strategy or evaluation meeting

65% of Brent's population is BME

317 Children involved in the cases presented to the MARAC

Brent has the **10th** highest number of DV case in London

Brent's caseload for MARAC is **35** cases per month. (The London average is 22)

Brent IS ONE of the **30** PREVENT Priority boroughs

11 Children were privately fostered in Brent

28.8% of children living in poverty

80 Cases referred to the Multi Agency Sexual Exploitation Panel

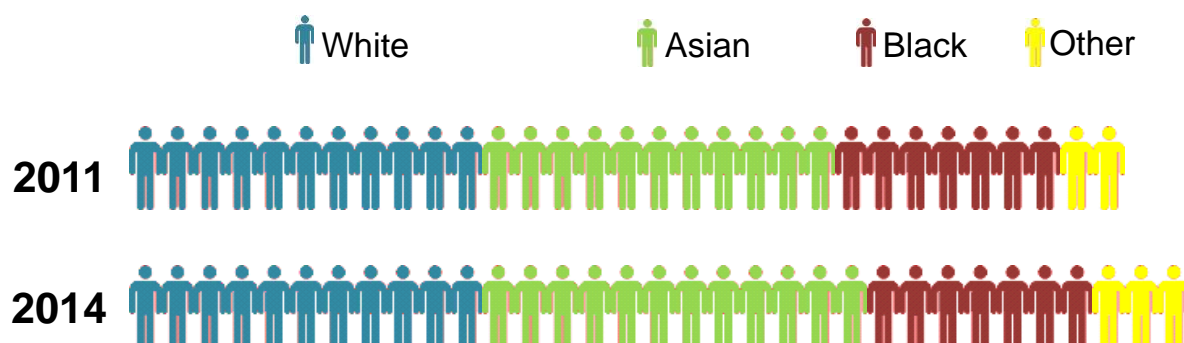
Brent has **352** Children Looked After

6. Vulnerability in Brent

Some children and young people are more vulnerable because of their circumstances and or environment. The LSCB have heightened scrutiny here, addressing both vulnerable groups and emerging themes, being aware of the numbers of vulnerable young people, the nature of their vulnerability, services offered, the impact of those services and emerging challenges.

Demography

Brent is an outer London borough in north west London It has a population of 317,264 and is the most densely populated outer London borough, with a population density of 74.1 persons/ha. The population is young, with 35.1% aged between 20 and 39. There are 79,789 children and young people aged 0-19 living in Brent of whom 28.8% live in poverty. Brent is ethnically diverse, with 65.0% of its population from black, Asian and minority ethnic (BAME) backgrounds.



This range of diversity brings richness to the borough but also challenges with 149 languages spoken in Brent, with one in five households having no-one who speaks English as a first language.

First point of Contact, Brent Family Front Door (BFFD)

The BFFD is the first point of contact where there are concerns about the child and their family. The aim is to treat those concerns with the urgency appropriate to the need and identifying the most appropriate service to meet the family's level and type of need. Services for children and families in Brent are provided through the application of the [Brent Levels of Need and Thresholds Protocol](#) which identifies the continuum of help which is provided across the 4 levels of need. The Brent Family Front Door (BFFD), incorporating a Multi-Agency Safeguarding Hub (MASH), was initiated in July 2013. This introduced a multi-agency approach to new referrals, with the objective of improving safeguarding of children through better information-sharing between agencies and enabling more robust risk assessments.

BFFD takes a multi-agency/disciplinary view across the whole family to build a fuller picture of family circumstance and levels of risk and need. The team ensures referrals are passed to the right service. This includes the locality social work teams, Family Solutions (early help and family support); other specialist services; or it can involve signposting families and professionals to another service e.g. universal or enhanced health services.

	Contacts	Form 78's	Referrals	S 47 investigations
2013-2014	10197	3263	2489	992
Projected 2014-2015	11530	3720	3094	1285
Apr 14–Feb 15	10925	3692	2840	1075
Projection based on actual to Feb 15 plus one month of average data	11918	4027	2969	1172
Difference between 13/14 and 14/15	16.87% Increase	23.4% increase	19.28% increase	18.14% increase

In a climate of contracting resources, an increased demand for all frontline services will require partnership with close and co-ordinated working.

Early Help

Brent Family Solutions Team (FST) is a multi agency team that works holistically with families, mainly at levels 2 and 3 of need. The team consists of practitioners across a range of specialisms to provide families with “the right help at the right time”. The service adopts a whole family approach to working with vulnerable and complex families, with children 0-18 years old. Key points of the service to note are:

- Family's strengths and needs are assessed using the Common Assessment Framework (CAF), which is also used to action plan and review progress towards agreed goals.
- Families that are supported by the service are allocated a key-worker, who uses a key-working approach to empower families to achieve their goals.
- The Outcome Star is used to measure outcomes for families, and progress towards those outcomes.
- A multi-agency Early Help Resource Panel is in place, and the panel meets monthly to discuss cases, and agree resources to support families.
- The service receives referrals through Brent Family Front Door / MASH or as a 'step down' from Social Care.
- 'Team around the Family' TAF meetings are used to co-ordinate the multiagency approach to working with families.
- The FST service produces a quarterly report which contains service monitoring data, including quality assurance work undertaken that quarter.

The “Working with Families” programme includes work with families identified using the Troubled Families criteria. All consenting family members are supported using the key-working approach, which includes for example direct work with family members, access to parenting programmes, assistance with substance misuse, or domestic abuse issues, access to counselling services for parents and young people, and mentoring services for children. The FST service achieved the Governments initial target of ‘turning around’ 65% of 810 families to enter into the expanded programme, which commenced January 2015. Reports from Early Help are presented to the LSCB on a six monthly basis.

Children in need: (section 17 of Children Act 1989)

Children in need services are provided through the five locality offices and work closely with the Family Solutions team to provide the Step up/Step down interface, there is close liaison with Care Planning service where Care Proceedings are progressed if part of the child's plan.

Year	2012	2013	2014	2015
Number of children	1234	1214	1220	1213

"Signs of Safety"

The [Signs of Safety](#) approach to child protection case work is widely recognised internationally as a progressive approach to child protection casework. Currently there are nearly 200 agencies in 13 countries undertaking some form of implementation of the signs of safety. It has been adopted by the Board and partners since 2010. The model focusses on working in partnership with families and children to conduct risk assessments and producing plans for increasing safety and reducing risk and danger by focusing on strengths, resources and networks that the family possess. In 2014 CSC has been able to access Innovation England funding to join a national project to further embed this culture of working, which is likely to result in service reconfiguration and the Board needs to keep this initiative in its sights.

"We are transforming Children's Social Care in Brent through the England Innovations Project Signs of Safety.' In Brent, we are making a change to the way we work with children, young people and their families; to ensure children are always at the centre of all the work that we do. We will keep children and young people safe by working with their families to reduce any dangers. We will encourage families to create their own ideas and plans about how to change things for the better and we will support them as far as possible to achieve these. This is because we recognise that families are experts in their own situations. If this does not make it safer for their children, we will use our own solutions about what needs to happen. Overall, we will continue to stay focused on keeping children safe and enabling them to stay happy and well-cared for in permanent, loving families."

Brent Signs of Safety Steering Board January 2014

A progress report has been requested by the Board for October 2015.

Children in need of protection: (section 47 of Children Act 1989)

Where a child is believed to be suffering or likely to suffer significant harm, CSC will instigate child protection procedures in order to safeguard the child working closely with partner agencies to ensure effective information sharing, through the BFFD.

- At the end of February 2015 there were 243 children subject of a child protection plan in Brent, compared to 249 at the same time last year (2.5% reduction).
- 225 children have been made subject of a CP Plan between April 14 and Feb 15 compared to 266 registered in the reporting year 13/14
- 211 deregistered between April 14 and Feb 15 compared to 210 deregistered in the reporting year 13/14.

Child Sexual Exploitation (CSE)

Where CSE or the risk of CSE is identified or considered a risk, the usual safeguarding child protection procedures are followed. [The Brent CSE screening tool](#), located on the LSCB website is used to support identification and provide additional information to the Brent Family Front Door (BFFD). A referral is made to the Multi Agency Sexual Exploitation Panel (MASE) through CSC. To date 80 cases have gone through the panel since it's inception in November 2013 with upwards of 750 people being trained. This work will be discussed further in update on priorities. The agencies that contribute to the panel are Child and Adult Mental Health Services, Substance Misuse Services, Police, Early help Family Solutions Team Safer London and Community Health.

Missing Children

A multi agency Missing Children Panel has been set up to look at missing children both individually and strategically. It is chaired by the Operational Director of Children's Social Care. There are many risks associated with being missing, including crime and CSE but also other risks around being missing and crime, missing and gang affiliation and missing and CSE. This group considers links and liaises appropriately to ensure effective information sharing and response particularly with the MASE panel and the Pathway Multi Agency Panel that works with gang affected young people..

The Missing Children Panel will focus on individual children who have had two or more missing episodes in any one month and the placements of Brent looked after children who are placed outside the borough and missing. There will be liaison with other LA's about LAC children placed in Brent who are missing. This is a new initiative and effectiveness will need to be reviewed. This group has representatives from CSC, Education Welfare, Police, Health and Early Help.

Children with Disability

The additional vulnerability of disabled children means they are more likely to suffer abuse and neglect, yet they are under represented in the safeguarding system. Fifteen of the 235 children currently subject of a CP Plan have a statement/Education, Care & Health Plan.

There are 1710 children and young people currently recorded as having a Special Educational Needs Statement in Brent. They will not necessarily be currently involved with Social Care or have any specific service other than to address their specific needs but their disability does mean there is a greater level of risk for abuse. One large scale study found that disabled children were 3.4 times more likely to be abused or neglected than non-disabled children. Disabled children were 3.8 times more likely to be neglected, 3.8 times more likely to be physically abused, 3.1 times more likely to be sexually abused and 3.9 times more likely to be emotionally abused. The study concluded that 31% of disabled children had been abused, compared to a prevalence rate of 9% among the non disabled child population (Sullivan P.M. and Knutson J.F. 2000, Maltreatment and Disabilities: A Population based Epidemiological Study, Child Abuse and Neglect 24). This underrepresentation is evident in Brent and is now subject of a Task & Finish Group which will be reporting to the Board in 2015.

Children Missing from Education

An audit of eight cases where children were missing from education highlighted concerns about processes and practices. This has resulted in service improvements delivering more robust procedures involving health professionals and notably more robust information sharing processes both to and from schools. There has been clarification of what constitutes unauthorised absence, reaffirming thresholds for intervention including referrals to Social Care and guidance for schools with regards to "off rolling". This highlighted the importance of a multi agency approach to children missing from education.

Number of CME cases registered in June 2014	298
Active cases in June 2014	64
Inactive Cases in June 2014	234
Current CME number	164
Current Active cases	149
Current Inactive cases	15
CME cases closed because they've been found (June 14 to March 2015)	89
CME cases that have SEN	30
CME cases with Social Care Involvement	8

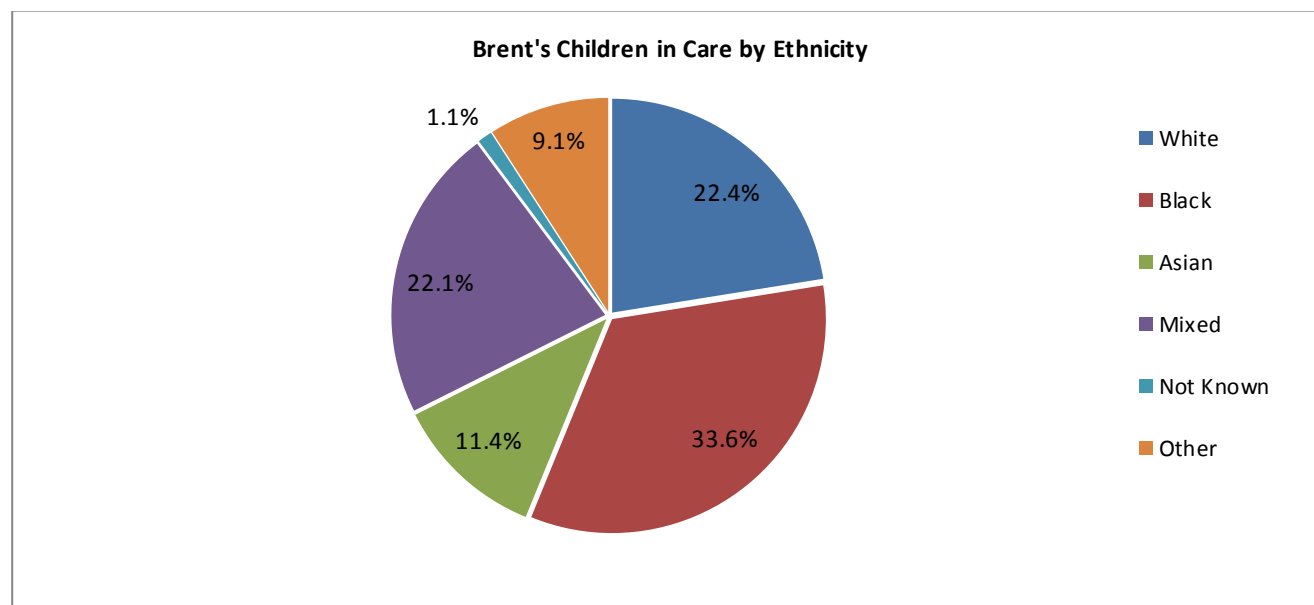
The figures show a reduction in the number of CME overall since the audit, between June 2014 (yellow rows) and the March 2015 (green rows). There has been a reduction in unresolved cases and regular review further reduces this number. Whilst the majority of cases have been closed because cases are over a year old rather than "found", cross referencing with the National Schools Census gives a high level of confidence that these children are out of the country or not registered in mainstream. There is increased and improved communication between CSC and SEN services. A procedure has been produced for schools with a process for managing absence from day one accompanied by a risk assessment tool.

Children Looked After

Brent is a highly diverse borough and the children looked after population reflects that diversity. There have been two LSCB Serious Case Reviews which have called upon the Board to clarify what partners have in place to promote cultural competence across their workforce to ensure a broad understanding of the range of cultures within Brent which is a majority ethnic borough. This has resulted in agencies providing training and promoting awareness of diversity which is monitored through the LSCB's section 11 audit programme.

Year	Number of Children Looked After	Number of Reviews taken place
April 2012- March 2013	326	917
April 2013-March 2014	352	946
As of 28 th February 2015	325	

Children in Care by Age & Gender		
	Male	Female
0-4 years	27	28
5-9 years	32	24
10-12 years	21	18
13-15 years	42	45
16 and over	71	40
Total	193	155



IROs now meet regularly with the Children in Care council and leaflets for young people have been developed to explain the role of the IRO and advocacy to support children and young people and hear the voice of the child more clearly. Below are some of the comments of young people during their reviews. The IRO service logs concerns identified by young people through an Escalation of Concern record which identifies the concern addressed, the action taken and the outcome. Data of escalations is presented to the Social Care Management Team to address emerging themes. Outcomes have included children being moved from placement, allocation to different workers and in some case children being returned to their birth parents.

**Not another
social
worker!**

**'Why am I in Hayes, I said I wanted to be
moved near my foster carer in White City?'**

**I likes MY Social Worker
because she is the best and
she is always respectful
towards you whether you are**

Domestic Abuse

Domestic abuse continues to be a significant problem with Brent being the 10th highest out of the 32 London boroughs for domestic offences by volume. The impact on children and young people who live in families where domestic abuse takes place cannot be underestimated. 317 children were identified in the Multi Agency Risk Assessment Conferences (MARAC) which have taken place over the last year. A new provider, Hestia has been commissioned to provide a range of services to survivors, including support where there are children.

[The Children Act 1989](#) defines 'harm' as "ill-treatment or the impairment of health or development". 'Development' means physical, intellectual, emotional, social or behavioural development; 'health' means physical or mental health; and 'ill-treatment' includes sexual abuse and forms of ill-treatment which are not physical. As a result of the Adoption and Children Act 2002, the definition of harm also includes "impairment suffered by hearing or seeing the ill-treatment of another".

There continues to be close work between the Safer Brent Partnership and the LSCB in this area, notably White Ribbon Day is inspired by [The White Ribbon Pledge](#) lead by men who campaign to stop domestic violence against women on 25th November 2014.

Private Fostering

A comprehensive campaign to raise the profile of Private Fostering outlined in the Private Fostering report to the Board in July 2014 has taken place in Brent including advertising on screens in the Civic Centre, presentations, speaking at forums, awareness raising in the community and learning events.

A Private Fostering Steering Group has been established, the purpose of this steering group will be to have oversight of the way in which private fostering is promoted in Brent, to ensure that awareness raising is holistic and wide spread, to provide quality assurance in relation to casework, statistical information and action planning in line with Regulation 12 of the Private Fostering Regulations 2005. The next annual Private Fostering report will be presented to the Board in July 2015.

The most recently published national data was available to the year ending 31st March 2013. There were 1500 children living in a private fostering arrangement on that date with London being the highest reporting region.

The figures for Brent are very similar to those of the other boroughs within the West London consortium and reflect the challenges faced by all authorities in raising awareness of the issue amongst members of the public and professionals. In March 2014 there were 8 children who were privately fostered in Brent. As of 28/02/2015 there are 11 children notified to Brent who are privately fostered. The Board is of the view this is an under-reported area.

Youth Offending Service

The Youth Offending Service in Brent is a multi agency team working with young people who have offended. The service has a responsibility to work to National Standards to supervise young people serving court ordered sentences in the community or in custodial settings, young people who are subject to out of court processes, such as Youth Conditional Cautions or Youth Cautions, and those who are referred to Triage – a process which seeks to divert young people away from formal or out of court processes.

In quarter one 2014-15 the YOS was subject to a Short Quality Screening, one of the three types of HMI Probation inspection. The SQS covered the four key areas of the Youth Offending Service's work;

1. Reducing the likelihood of reoffending
2. Protecting the public
3. Protecting the child or young person
4. Ensuring that the sentence is served.

At the time of the Inspection, the YOS had an existing quality improvement plan, monitored by the YOS Management Board, which is chaired by the Operational Director for Education and Early Help. The issues identified through the Inspection had already been identified in that a plan and a programme of quality improvement was, and remains, on track.

The YOS is working jointly with the Police to ensure that victims of young people undertaking Triage, Youth Conditional Cautions and Referral Order disposals are identified and approached by the YOS Police Officers to seek their agreement to receive of letters of apology.

Work is being undertaken to further develop systems to extend this approach to victims of young people on all court ordered outcomes.

Mental Health

In April 2014, the Board heard about the impact of parental mental health, substance misuse and domestic abuse, the "toxic trio" on children in these families. Partners presented the lessons learned from national SCRs and new systems and processes to support local practice:

- Development of peer safeguarding supervision in adult mental health
- Repeat of joint audit by CNWL and CSC (reported November 2014)
- Development of a Joint Working Protocol (launched December 2014)

Further work in 2015/16 will focus on improving responses by primary care for requests for welfare checks with both the Front Door and within the Social Work Teams.

Community Rehabilitation Company (CRC)

With effect from January 2015 London Community Rehabilitation Company (CRC) has implemented a revised Safeguarding Children Performance Framework. The framework has been designed to measure and demonstrate that the CRC is completing all critical routine tasks in relation to safeguarding children practice.

The framework has six key measures, one of which specifically relates to verification that requests for Safeguarding Children Checks have been made by CRC Probation staff to Children's Social Care, on all cases with effect from 1 June 2014 (the date from which the CRC was formally established).

At present the figures from Barnet and Brent cannot be separated however it is hoped to be able to present discrete borough figures in the future. Work is being undertaken within the service to address the areas not yet meeting the target. These measures are newly implemented and the comparison between January and April's data evidences a significant improvement. Work is continuing locally to improve this data, and new processes implemented to ensure that every new case allocated within the CRC has social services initial check completed. Discussions are ongoing with the Brent Social Services department to agree a process to improve the return of information from the initial checks. Home Visits are integral part of our risk assessment process, and there is a clear expectation that staff will complete them when there are safeguarding issues. The current changes within London CRC to create a more agile workforce will help to support this expectation and therefore see an improvement in performance.

	19/01/2015	23/04/2015	Target
Community & Licence Cases with an Initial Safeguarding Check Contact with SSD	15.4%	72.3%	60%
Community & Licence Cases with a Safeguarding Response to initial check from SSD	8.4%	33.9%	60%
Community & Licence Cases with a risk to children indicator that have had Management Oversight	20.0%	71.4%	60%
Community & Licence Cases with a risk to children indicator that have had a Home Visit Completed	0.0%	5.7%	60%

7. Governance & Accountability

About Brent LSCB

Under the requirements of the Children Act 2004, the LSCB is the key statutory mechanism for agreeing how the relevant organisations in Brent will co-operate to safeguard and promote the welfare of children in its locality. Section 13 sets out the requirement for the establishment of an LSCB and specifies the organisations and individuals to be involved.

The core objectives of the LSCB are to:

- Co-ordinate what is done by each person or body represented on the Board to safeguard and promote the welfare of children in Brent, and
- Ensure the effectiveness of what is done by each such person or body for those purposes (s14(1) Children Act 2004)

Regulation 5 of the Local Safeguarding Regulations 2006 sets out the functions of the Board in order to fulfil those responsibilities.

The Board is required to develop policies and procedures for safeguarding and promoting the welfare of children and young people in its area.

These include;

- Thresholds for intervention
- Training for people who work with children
- Recruitment and supervision of people who work with children
- Investigations of allegations against people who work with children
- Safety and welfare of children in private fostering
- Cooperation with neighbouring authorities

LSCB's are required to raise awareness across partners and communities of the need to promote and safeguard the welfare of children and how best to do this.

Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of and advising them on ways to improve outcomes for them

The Board has a lead role in planning of services for children and young people. The Board must undertake Serious Case Reviews and advise the Authority and partners of lessons to be learned.

Boards may also engage in any activity which facilitates or is conducive to fulfilling its objectives. Full details of the roles and responsibilities of LSCBs are outlined in Chapter 3 of Working Together to Safeguard Children 2015

The Independent Chair

The Independent Chair of Brent LSCB is held to account for the effective working of the LSCB by the Chief Executive of the Council, drawing upon other partners and where appropriate the Lead Member for Children's Services. This is taken forward through monthly supervisory meetings with the Chief Executive. There are also monthly meetings with the Statutory Strategic Director of Children and Young People and quarterly meetings with the Chief Executive Officer, the Leader of the Council, the Lead member, the Strategic Director of Children and Young People and Operational Director of Children's Social Care. These meetings consider and review a broad safeguarding agenda including early help, protection and support. Discussions about performance management across the service and partners, plays a key role in ensuring high level information sharing. The meeting provides an opportunity to review and advise on any specific cases or issues which are causing concern.

The CEO has conducted a questionnaire across certain Board partners and officers of the Board to contribute to the assessment of the effectiveness of the chair. This was completed in October 2014 and reflected a positive view.

Chris Spencer has been independent chair of the Board since May 2012, he resigned in December 2014. The recruitment process for a new chair is underway.

Board Members

The Board Members represent their agencies and must be of sufficient seniority to do so, but also have a responsibility to ensure effective safeguarding within their agencies and across partner agencies. Organisations are as far as possible, required to designate particular named people as their representatives so that there is consistency and continuity in the membership of the Board. Board Members should be able to:

- Speak for their organisation with authority
- Commit their organisation on policy and practice matters and
- Hold their organisation to account.

The current Board membership is compliant with Working Together to Safeguard Children 2013 requirements.

All new [Board members](#) meet with the LSCB Business Manager for an induction into the Board.

Frequency of meetings

Meetings take place every 2 months with 6 meetings in total taking place annually.

Key Relationships

In 2014 the Board developed [governance protocols](#) with;

- The Health and Well-Being Board (HWWB),
- The Safer Brent Partnership (SBP), this has recently been revised due to the SBP having reviewed and changed its priorities. This will be presented to the Board at its next meeting in April.
- The Safeguarding Adults Board (SAB)
- A draft protocol has been prepared for Brent Children's Trust which is in its developmental stage.

There are areas of potential cross over in the work of the strategic boards but the protocols ensure effective strategic leadership across specific themes. An example of this is CSE where there is an interface between child protection and crime prevention, with work being undertaken across all Boards but the LSCB assuming a strategic co-ordination role. CSE is a national priority and has been taken forward by Brent LSCB as a Board priority.

A report produced through the Council's Scrutiny Committee focussed on Female Genital Mutilation (FGM), Forced Marriage and so called "Honour" based Violence. The LSCB led on FGM and had a significant role in the development of multi agency guidance. A joint action plan was produced led by the Assistant Chief Executive of Brent Council. This is currently being reviewed due to the Council's restructure but the LSCB has now identified Harmful Practices as an LSCB priority and there will be a need for co-operation and collaboration across themes which will be addressed by other strategic Boards. A clear example of this will be further progress work with regards to FGM with the HWBB.

A Domestic Homicide Review involving the Safer Brent Partnership, the Safeguarding Adults Board and the LSCB took place in December 2013. It is proposed to have a joint learning event at the conclusion of the review to both share lessons and take forward emerging issues. A "lessons learnt" session was presented to the Board identifying and highlighting the importance of close liaison with the Safeguarding Adults and Safer Brent Partnership Boards to address a "whole Family" approach to safeguarding.

The LSCB has both inputted into and utilised the Joint Strategic Needs Assessment produced by the HWBB to inform its planning.

The annual report is presented to all strategic boards, the Executive bodies of all partners and the Chief Executive, Leader of the Council, the local police and crime commissioner and the Chair of the Health and Well-Being Board. This gives an opportunity for strategic partners at all levels to assess whether the Board is fulfilling its statutory responsibilities effectively and prioritises according to local issues and demands.

Board Structure



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Policies and Procedures Sub Group

This sub group are responsible for developing policies and procedures for safeguarding and promoting the welfare of children in Brent in line with the requirements of Working Together to Safeguard Children 2013.

Vulnerable Groups Sub Group

The LSCB recognises that there are some children and young people whose circumstances or those of their parents put them at more significant risk of suffering significant harm. This sub group provides oversight of all the arrangements in place to keep vulnerable children safe from harm.

The Executive group

This group has oversight and reviews the progress of the Business Plan through reports back from the Chairs of the sub groups, reviews the budget and sets the agenda for future Board meetings.

Serious Case Review Sub Group

This sub group undertakes Serious Case Reviews in line Regulation 5 of the Local Safeguarding Children Boards Regulations 2006. Other reviews are also undertaken and learning from these is disseminated in collaboration with the Developing a Learning Culture sub group.

Child Sexual Exploitation Sub Group (CSE)

This sub group was formed in October 2014. Work regarding CSE was previously undertaken through a task and finish group. The aim of this work group is draw together other strategic partners, their work and priorities to safeguard Children and Young People from Sexual Exploitation.

Developing a Learning Culture Sub Group

The Developing a Learning culture sub group addresses learning emerging from the Brent Learning and Improving Framework through learning events via face to face, ELearning and a annual conference This group also leads on the Communication Strategy.

Quality, Audit and Outcomes Sub Group

This sub group evaluates how Brent LSCB ensures effectiveness by considering a range of qualitative and quantitative data.

Child Death Overview Panel (CDOP)

This group is responsible for ensuring that a review is undertaken of each death of a Brent child Regulation 6 of the Local Safeguarding Children Boards Regulations 2006, under section 14(2) of the Children Act 2004.

8. Budget and Partner Contributions

Partner agencies contribute to the LSCB budget on an annual basis.

Contributions for 2014/15

Breakdown of Agreed Partner Agency Contributions		
Brent CCG	£45,900.00+CDOP funding	
CAFCASS	£550.00	
National Probation Service	£1,000.00	
Community Rehabilitation Company	£1000.00	
Brent Council	Youth Support Services	£2,080.00
	Social Care	£94393.84
LNWH Trust	£11,000.00	
Met Police	£5,000.00	
Total Contributions	£160,923.84	

Contributions had remained fixed for the last 4 years but the Local Authority agreed at the February 2015 Board meeting that their contribution would increase to fund the LSCB Training Co-ordinator role. A Training Coordinator had been appointed for a fixed term contract of 1 year until 31st March 2015 funded by the Board through grants it had received. The recruitment process for this post is taking place.

The independent Chair wrote to the CEO and partners about the funding of the Board, based on research undertaken by the Association of Independent Chairs expressing concerns about the underfunding of the Board. This is addressed more fully in the "Challenge" section of the report

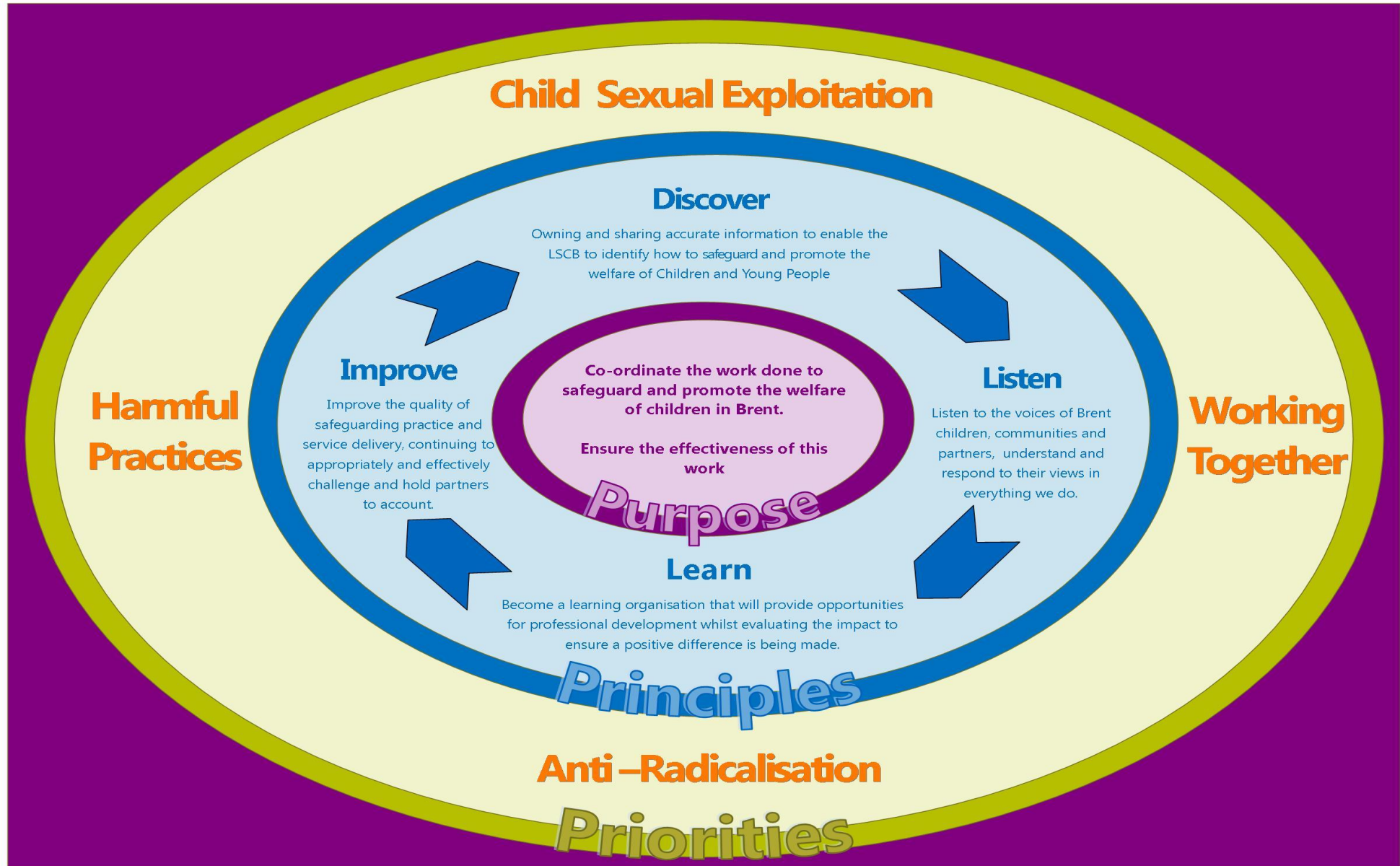
The Board is supported by a Business Manager and a Business Support Officer paid from these contributions. Both the Business Manager and Support Officer are located in Brent Civic Centre. This accommodation is provided by the Local Authority.

The sub groups of the Board are chaired by members of the Executive, who are all senior managers within their agency. Sub group members tend to be operational staff across agencies and do not have to be Board members. Representation and attendance has been problematic across some agencies. This was formally brought to the Board's attention at the October 2014 Board by the chair of Policy and Procedures but had also been addressed by the respective chairs of sub group meetings through the Business manager.

The Board has acknowledged that changing of personnel in senior positions, through secondment or promotion and whole service restructure such as the case of the London North West Healthcare Trust, (the integrated services of North West London Hospital and the Integrated Care Organisation has had a significant impact on progressing action plans both across the Board and sub groups).

9. Progress, Impact and Priorities

Brent LSCB - Purpose, Principles and Priorities



The Brent LSCB signed off its new Business Plan in December 2014 and the priorities of the Board have been informed by national and local agendas and an understanding of related Brent specific drivers:

These sources include:

- Joint Strategic Needs Analysis, refreshed version presented to December Board
- Brent's Corporate Strategy One Borough: Thriving, Sustainable and Safe
- Health and Wellbeing Strategy
- Safer Brent Strategy
- Safeguarding Adults strategy

Purpose

The core objectives of the LSCB are to:

- Co-ordinate what is done by each person or body represented on the Board to safeguard and promote the welfare of children in Brent, and
- Ensure the effectiveness of what is done by each such person or body for those purposes (s14(1) Children Act 2004)

Principles

The Board has adopted the following overarching strategic principles which underpin the work of the Board and sub groups through their action and improvement plans;

- **Discover:** Owning and sharing accurate information which informs our understanding of what is happening to children and families in Brent from a multi-agency safeguarding perspective to enable us to identify how to safeguard and promote their welfare.
- **Listen:** Listen to the voices of Brent children, communities and partners, understand and respond to their views in everything we do. Our work is child centred; focussed on outcomes for children: effective and of the highest quality.
- **Learn:** Become a learning organisation that will provide opportunities for professional development in safeguarding from Serious Case Reviews, Management Reviews and local and national agendas whilst evaluating the impact to ensure a positive difference is being made.
- **Improve:** Improve the quality of safeguarding practice and service delivery through the effective working of the Board by complying with the requirements of Working Together to Safeguard Children 2013 and continuing to appropriately and effectively challenge and hold partners to account.

These strategic principles inform the Boards scrutiny through a range of mediums recognising these mediums are not exclusive to one principle.

Discover	LSCB Dataset Safeguarding children reports from Partners Service Reports LSCB Training analysis
Listen	Youth Parliament Child in Action Council Community Reference Group Front line practitioners Children and Families
Learn	Board Discussions Management Reviews Serious Case Reviews Outcomes from Audits Section 11 Case study presentations
Improve	Actions emerging from internal, external, themed and reflective audits Partnership Improvement Plan Business Planning Days Internal and External challenge Multi Agency Training Evaluation

Priorities

Child Sexual Exploitation (CSE)

Board members are assured that arrangements to identify and safeguard children at risk of child sexual exploitation are effective and that initiatives are in place to promote prevention of potential victims, protection of victims, prosecution of perpetrators and support for recovery of victims of child sexual exploitation.

Each LSCB is required to have a strategy and action plan in place to address this. Brent took part in a thematic inspection in October 2014 by Ofsted. The outcome of the inspection has refocused the Board and its CSE work led by the sub group.

Harmful Practices

Board members are assured that there are effective partnership arrangements in place to safeguard children and young people from harmful practices. These include, Female Genital Mutilation (FGM), Honour Based Violence, Trafficking and Forced Marriage. It is acknowledged that domestic abuse can be a feature across these practices.

Anti Radicalisation Board members are assured that effective measures are in place to prevent children and young people from being radicalised and to identify and support those young people who have been radicalised to change.

Brent is one of the 30 boroughs who are funded due to the high concern with regards to radicalisation.

An Effective Board

Board partners work effectively together to safeguard and promote the welfare of children and young people. The partnership notes the importance of effective working together. An external consultant has been brought in to provide an objective perspective to complement the internal annual audit undertaken by the Board and the Board members review in March 2015 to enhance Board performance

Work to address these priorities will be undertaken by the sub groups of the Board and managed through the Executive Group.

Progress and impact of the work undertaken by the Board

To evaluate the effectiveness of the Board in fulfilling its core tasks three types of performance indicators have been considered Quantity -how much did we do? , Quality- How well did we do? Outcome/Impact-what difference has been made? This approach is based on a performance management framework that has been recognised as particularly useful by other LSCB's.

Quantity- How much did we do?

Sources of information

- LSCB Dataset
- Management Information Reports
- Feedback from LSCB sub groups
- Partnership Improvement Plan (monitoring of actions emerging from SCR's, Management Reviews, inspections etc.)
- The Children's Safeguarding Performance Information Framework

Quality-How well did we do it?

Sources of Information

- Experiences of children and families
- Experiences of practitioners
- Section 11 action plans
- Serious Case Reviews
- Internal Audits
- Board self assessment
- External Assessment
- Development events

Outcome/Impact-what difference has been made?

The above sources of information will provide evidence of the effect of on;

- Children and young people living in the area being and feeling safe
- Children and young feeling safe from abuse (harm) and neglect
- Individuals being confident in: understanding and identifying neglect and abuse of children and young people, and in knowing what to do if they have a concern about a child or young person
- LSCB Priorities

Quantity- How much did we do?

The LSCB Dataset

The LSCB dataset encompasses service and agency data. The current dataset presents a quarter by quarter comparison with data provided across partner agencies. There is some concern on over reliance on CSC. Research has taken place drawing upon OFSTED inspections about performance management frameworks that include data pertinent to LSCB functionality and priorities. Further models are being considered.

However, emerging themes were identified which have resulted in LSCB audits taking place. An example was the number of children referred by CSC for paediatric assessments in 2014. A sample of 12 cases were reviewed which resulted in an action plan to both improve outcomes for children and enhance interagency communication and understanding.

The dataset is presented to the Board on a four monthly basis.

Management Information Reports

Management reports have been presented and professional challenge offered through discussion at Board meetings on the following, this is evidenced through the Board's minutes:

Report	Date Presented to Brent LSCB
NWLH Safeguarding Children Annual Report for 2012-13 (revised report)	April 2014
IRO report	July 2014
LADO Report	July 2014
Private Fostering Report	July 2014
LSCB CDOP annual report 2013-14	July 2014
YOS HMIP inspection report	July 2014
Probation Safeguarding Report	December 2014
MAPPA annual report	October 2014
MARAC annual report	October 2014
Early Help progress report	December 2014
Brent CCG Safeguarding Children Report 2013-14	December 2014
Multi Agency Review of Brent Family Front Door	February 2015
Family Nurse Partnership	February 2015

MAPPA

A peer review of the management of MAPPA has been undertaken through the Vulnerable Groups sub group, linked with an overview recommendation with regards to Health representation from the LSCB SCR on Child F.

Attendance of Housing had been problematic but this was fully addressed through the attendance of the Housing Options Service Manager as a result of a board challenge acknowledging the highly significant role they play.

MARAC

An audit of the management of the MARAC was undertaken through the Vulnerable Groups sub group. It was noted that a clear footprint is found on children's records where a case has gone to the Brent MARAC. Further information with regards to the Vulnerable Groups sub group is addressed in the Chairs report.

Standing Agenda items including Feedback from LSCB sub groups

The Board has standing agenda items to provide regular updates and ensure that the Board is kept apprised of any emerging issues from either partners or the work of the sub groups.

Standing Items

- **Issues arising from MAPPA**
- **Issues arising from MARAC**
- **Issues arising from Inspection & Self Assessment**
- **Feedback from Safer Brent Partnership**
- **Feedback from Health & Wellbeing Board**
- **Feedback from Safeguarding Adults Board**
- **Feedback from Brent Children's Partnership**
- **Feedback from the London Board**
- **Partnership Improvement Plan (PIP)**
- **Welfare Reform**

Partnership Improvement Plan (PIP)

The Partnership Improvement Plan is the mechanism whereby the Board tracks the actions of each partner with regards to their safeguarding responsibilities and holds them to account. These may have emerged out of a single or multi agency inspection, a Serious Case Review, a management review or any safeguarding action plans, such as actions emerging from Section 11. These are reviewed by exception at every Board to ensure tasks are completed and impact evaluated.

There has been some slippage with some of the actions still open to organisations which no longer exist as a result of restructuring and re-commissioning. Assurances that actions will be addressed have been sought by the board.

The Children's Safeguarding Performance Information Framework (CSPTF)

The CSPTF has not been used to its fullest extent, the refreshed version having been released in January 2015. The themes of outcomes for children and their families, CP activity, including early help, quality and timeliness of decision making, quality of CP plans and workforce have been addressed. However, these have been integrated into the work of the Board and sub group, rather than being reviewed separately. It is therefore difficult to quantify the work. This will be addressed through the Quality Audit and Outcome sub group.

Quality-How well did we do it?

Sources of Information

Experiences of children and families

The experiences of children and families are sought both from a multi and single agency perspective.

Section 11 audits from single agencies address how partners listen and respond to children and families, with actions in place to enhance this process. These actions are monitored through the PIP. Examples of good practice in the development of child friendly complaints leaflets have been shared across the Health economy. ([Appendix A](#))

The Community Reference group hosted an event for young people for young people addressing CSE. There was a strong message from the young people present that they would prefer to talk to people their own age about serious matters but recognised sometimes the adults had the answer and the power to make decisions, but sometimes they believe that power can be can be misused.

Brent's Family Solutions Key Workers work closely with families on support plans tailored to their individual needs. This approach has helped to improve attendance in schools, reduce incidents of anti-social behavior and youth offending and offer training and employment opportunities to parents out of work.

My key worker has been fantastic, she has worked us every step of the way. My daughter is now back in school and I'm ready to go to college. The difference was that she listened and worked with us."

There has been a significant improvement in Looked after Children reviews, with genuine efforts made to involve young people. The leaflets developed were informed by the views and experiences of children and young people. ([Appendix B](#))

The LSCB reflective and themed reviews give opportunities for families to feed in to the board. In a reflective audit undertaken with the mother of a young person subject to a CIN plan she spoke of how partnership working to support her son had changed his life, giving him aspirations and helping him see a future.

Feedback from families where Serious Case Reviews or Management reviews take place are a valuable source of information on gauging how well the Board is performing it's

responsibilities. The feedback from the parent of the children involved in the SCR concerning I and J was particularly poignant, with the parent reflecting that although the subject matter was hugely distressing, they felt they were listened to with views respected and there was evidence of lessons being learnt.

All LSCB sub groups must now identify how they will 'hear' the voice of the child to ensure a more robust evidence of how they are listening and responding.

Experiences of practitioners

There have been both themed and reflective multi agency audits undertaken by the Board which have involved practitioners undertaking front line work. The experience of these practitioners has been largely positive and has informed both internal and external learning. This has been integrated into future training and evidenced through the LSCB Learningpool programmes.

The training programme is under constant review and prior to delivery each course is reviewed and when necessary amended to reflect the most recent learning from reflective audits, serious case reviews, guidance and legislation. Where presentation slide sets are used they are date stamped and made available to previous course participants, ensuring they can also receive updated information via their <http://brentlscb.learningpool.com> account. Relevant documents are also uploaded to Learning pool course pages as they become available.

Examples of how reflective audits and other information sources have effected The LSCB training delivery, include:-

- Reminding participants about the access to universal services for children, young people and families in Brent, encouraging a whole partnership approach to empowerment of families as highlighted in paragraph 4.5 of the Brent LSCB Reflective Audit Report (Dec 2014). This is a particular feature of 'Working Together Level One' but also features in several other courses.
- All courses cover when and how to keep children, young people and families informed of the processes in which involve them in particular how we explain confidentiality and team working to our clients. This is highlighted in in paragraphs 4.8 and 4.9 of the Brent LSCB Reflective Audit Report (Dec 2014).
- Paragraph 4.10 of the Brent LSCB Reflective Audit Report (Dec 2014) refers to responding to unauthorised absences and children who are missing. This receives particular attention in the various training packages on Child Sexual Exploitation, but is also a feature of several other courses. Attention is drawn to the guidance on children missing from education, care, or home, but also in the vulnerability of children who go missing for very short periods of time which does not trigger concern within the family, but may be an indicator of CSE.

"I found the whole process very inclusive and supportive. I feel that it was incredibly valuable for mother to be part of the discussion and for you (the LSCB reviewer) to see the debate and discussion in action"

"I feel that the work with the other professionals has meant that some significant changes have occurred for the family. Some areas such as health input I do agree with – a more co-ordinated response and effective information sharing from the health professionals involved would be key"

Practitioner's experience of a reflective audit in a CIN case

"The audit has benefited myself and the other professional involved as it has given us an outside look on what is working well and what we could improve on; something that would not had been identified had the audit not have taken place. The audit has given a sense of direction on how, as agencies we can work more effectively and things that we should be working on such as SMART objectives and realistic time scales as well as ensuring the child voice is heard."

Practitioners experience of a reflective audit in TAF case

Learningpool, the LSCB's electronic training site offers both Elearning and face to face learning to develop skills and knowledge of practitioners with over 1,700 registered users. Learningpool is open to both statutory partners and community members. The LSCB Training report evidences the impact of the training programmes offered.

The LSCB annual conference, "Hear my voice, follow my journey" provided a multi agency forum to hear powerful and moving real life stories from young people in Brent noting the importance of consistency and being heard by their social workers and other professionals involved. The conference had in excess of 180 participants including young people. Feedback from the conference was very positive; there is an expectation that the LSCB Annual conference will be a positive learning experience. There was the opportunity to challenge both the speakers and each other in multi agency discussion groups. More information about the Developing a Learning Culture sub group is available in the Chairs report.

Section 11 action plans

Section 11 action plans are tracked through the PIP (appendix xxx) and have been reviewed through both the Executive and the full Board and managed through the Quality Audit and Outcomes sub group by officers of the Board. Actions have been identified to improve the safeguarding performance across the eight standards. Brent has customised the template to address issues emerging from restructures, inspections or SCR's that will impact on safeguarding performance. The Board has re-commenced its programme of presentation of multi agency cases to reflect within the Board what "good" practice looks like and identifying and addressing development areas. There remain some actions still not met after a considerable time and there will need to be scrutiny by the Executive and decisions made on how to progress items not completed. This has become more pressing as assurances made by some partners have not been realised.

Serious Case Reviews (SCR)

Lessons from SCRs are disseminated by multi agency learning events and lead professionals from the Serious Case Review panel cascade through single agencies. The feedback from the most recent SCR required professionals to identify what they had learnt from the presentation, what they would take back to their agency and what they would now do differently.

Since undertaking the course I have found it more imperative than before to consider all aspects of the case, in particular, to ask more definitive and specific questions of parents and not accepting what they say by face value. I have requested that they provide more documentary evidence where required and being more inquisitive when I am of the opinion that what the parent is saying does not quite tally up to what has been said before or what I have seen.

With regards to the children, I have tried to listen more attentively to what they are saying and looking at their body language to see if there are more subtle signs indicating a different response than what had been given verbally."

Social Work Assistant

"Given my role as Safeguarding Children Adviser any sessions relating to lessons from Serious Case Reviews are paramount in ensuring that themes and lessons learnt are disseminated in training and the right support and advice is offered to staff to promote safeguarding of children and young people."

Safeguarding Nurse

As a result of the most recent SCR a comprehensive action plan has been produced and implemented, incorporating a requirement for the Board to ascertain how cultural competence is addressed by agencies and a review of the grading system used by BFFD. A review of the BFFD incorporating this work was presented to the Board in February. Further feedback from this group will be addressed in the Chair of the SCR sub group's report.

Audit Programme

Management of the audit programme is carried out through the Quality Audit and Outcomes sub group, further detail about the work of the group is in the Chair's report. The Board has undertaken both themed and reflective audits which have identified areas of strength and areas for development. There have been 9 reflective audits and 7 themed audits. Agencies feedback impact on multi agency practice on single agency audits where appropriate. Significantly, the theme of hearing the voice of the child has emerged across all agencies. Children and young people are asked to feedback on their experiences at CP conferences and LAC reviews but was not evident in Team Around the Family (TAF) reviews. This has now been taken forward by having SMART objectives for any plans.

School Section 11

A schools section 11 was undertaken over the autumn term. This was in response to supporting schools in meeting their responsibilities under "Keeping Children Safe in Education" April 2014, updated October 2014 and as an action emerging out of a SCR I and J ,to ensure all schools Child Protection Procedures were up to date. This was the first time this had been undertaken in Brent. There was an over 50% response and feedback by those schools who undertook the audit was very positive. There remains the challenge of working with those schools that did not complete the audit to ensure that they keep their Child Protection procedures are up to date. Work is being undertaken through the revitalised Designated Leads group, supported by the LSCB and the Head of the School Improvement Service to support those schools and to develop a future audit template that will meet Board and Ofsted requirements. The audit addressed the work schools were doing with regards to CSE but will need to address FGM and the Prevent agenda to address included the requirements of the schools statutory guidance "Keeping Children Safe in Education" and the Board's priorities.

Board Self Assessment

The Board has undertaken a self audit over the last three years using an LSCB audit tool. This is interrogated by the QA and O sub group and the following themes were identified and addressed through the Business Planning Day resulting in a new Business Plan and revised priorities.

- Need for stronger outcome focus;
- More effective communication;
- An embedded user friendly dataset
- Capture the impact of training
- Hearing the Voice of the Child
- Specific themes emerging from the VWAG, CSE/FGM/DV

There has been an internal review by Board members themselves asking what they thought was working, what was worrying and what should be done. The clear message from the membership was that the Board effectively co-ordinates multi-agency updates and briefing about safeguarding from each agency, e.g. CQC inspection update, BFFD (MASH) audit. The Board effectively reviews the LA child protection and child in need performance, through key performance indicators and audits. However, there are issues about the broader LSCB dataset and how it informs the Board operation.

External Assessment

Brent was subject to a themed inspection on CSE by OFSTED in October 2014. The feedback was positive in evaluating the direct work with young people but felt there was work to be done by the Board to promote a stronger strategic response. The Strategic Director of Children's Services is now Chair of the LSCB CSE sub group and a revised strategy and action plan has been produced. This will be discussed in more detail in the Chairs report.

Outcome/Impact-what difference has been made?

- **Children and young people living in the area being and feeling safe**

The engagement of nurseries, children's centres and schools as providers of both universal and targeted services through the section 11 audit has highlighted the safeguarding of children. The promotion of "Keeping Children Safe in Education" has re-enforced the concept that safeguarding is everybody's business and an awareness of what to do if there are concerns a child is being abused. Learningpool is accessible to anyone living or working in Brent offering learning opportunities. The Designated Leads forum within Education settings has met five times and on each occasion the membership has grown developing into a forum where knowledge can be shared across members.

This is creating an atmosphere where children and young people are surrounded by people in educational settings and communities who are aware of their responsibilities enabling them to both feel and be safe.

The Community Reference Group (CRG) is reaching out to communities to raise awareness of safeguarding, embracing faith and community groups, meeting out in the community to broaden its reach. A shadow "Health and Well-Being board" has also been set up by the CRG. The board has recently recruited two further Lay members to enhance the voice of the community within the Board.

The Early Help offer co-ordinated through the Family solutions team offers opportunities of preventative work where families do not reach the thresholds for intervention of Social Care. This ensures sustainable change for families, who are supported to develop resilience and promotes the safety and welfare of their children.

The Board are informed through partners Section 11 audits how the voices of children and young people are responded to in terms of their safeguarding needs and this is a requirement for every LSCB sub group. The Board's annual conference, "Hear My Voice, follow my Journey" reflected on how agencies could respond more effectively both from a single and multi agency perspective with a range of tools being made available.

- **Children and young people feeling safe from abuse (harm) and neglect**

The introduction of the Brent Family Front Door has provided a single point of contact where there are concerns about a child or young person, enabling those concerns to be treated according to need, drawing upon multi agency intelligence. The recent MASH review which took place in November 2014 has identified a range of recommendations to improve efficiency of partnership working. The review found that high risk cases were given the utmost priority and are kept safe through BFFD decisions. It is however acknowledged that there is work to do where children and families require additional service but do not reach the threshold for Social Care. The BFFD review recognised that there needs to be better use of other professionals offering aligned services and better signposting. Plans to address this have been identified in the MASH review action plan.

There are opportunities for children and young people's voices to be heard and responded to both during child protection conferences and Child in Care Reviews. This has been evidenced through consultations with young people themselves and the Ofsted thematic inspection of CSE.

The introduction of the "Signs of Safety" as part of the Governments Innovation England plan offers the opportunity to manage risk differently in partnership with families, managing risk WITH families rather than doing things TO them. The tools, as part of the model, are being used with knowledge and skill to ensure young people are able to speak and be heard and enhance their safety.

The Family Nurse Partnership programme is a licensed intensive, structured, evidence based, early intervention and preventative programme which is offered to first time parents under the age of 20. A specially trained Family Nurse visits the mother regularly from early pregnancy until the baby is 2 years old and builds a close, supportive relationship with the family. This has been operational in Brent since April 2014 and is providing a positive early intervention for young mothers. The initiative was reviewed by the Board in February 2015.

- **Individuals being confident in: understanding and identifying neglect and abuse of children and young people, and in knowing what to do if they have a concern about a child or young person**

The Developing a Learning Culture sub group takes forward the LSCB Training Strategy based on the requirements of Working Together 2013, this will be revised as Working Together 2015 was issued in March 2015. A comprehensive programme is available addressing core learning and learning aligned to the priorities of the LSCB. The LSCB Training Coordinator post has now been made permanent and work is being done using Learningpool to reach a wider audience both across partners and communities, offering both eLearning and face to face training opportunities. A tab on the LSCB website gives an instant link on what to do and who to contact as well as a link to the LSCB Training programme site. Specific programmes are set up to raise awareness of the LSCB priorities, CSE, FGM and Prevent. Further programmes are being developed with regards to Forced Marriage and Witchcraft and Spiritualisation.

There is an ELearning programmes available on the Learningpool site that provides a basic programme on the "Signs of Safety" model to facilitate multi agency understanding and the model has been integrated into the Face to Face programmes, "Working Together 1 and 2".

The lessons emerging from SCR's, Management Reviews and audits have been integrated into the LSCB Training offer as well as taken forward by individual partners through their single agency programmes. Seminars regarding the lessons emerging from the Daniel Pelka SCR have been made available to schools and multi agency professionals. Evidence of auditing to monitor impact is also included in the I and J SCR action plan but this is an area where further work needs to be done to ensure lessons are learnt.

There has been collaboration across Boards to offer cross borough training initiatives on FGM and Forced Marriage across five boroughs. Brent and Harrow recently took part in a two day Major Critical Incident Exercise (MACIE). There will be further cross borough initiatives over the next year.

Training across agencies has been offered with regards to CSE with Brent being part joining the National CSE awareness campaign on the 18th March 2015. Leaflets were developed and distributed at Brent Civic Centre. A multi agency learning event was available with the Senior Young Persons Advocate who will be providing training opportunities for 250 people. The day offered networking opportunities and a number of team visits have been arranged. As part of the Brent launch of Operation Make Safe by the Metropolitan Police, leaflets were produced and discussions held with businesses in Wembley, Willesden, Kingsbury and Harlesden.

Effective performance and services are dependent upon knowing what information should be shared; with whom and why. The LSCB has developed a multiagency information sharing guidance. Additionally, agreed local multi agency information sharing agreements such as the London Multi Agency Safeguarding Hub Information Sharing Agreement and national guidance. Further information can be obtained from the LSCB website [Information Sharing page](#). There are also links to the London Child Protection Procedures Information Sharing guidance. This work is undertaken through the Policy and Procedures sub group. This guidance was adopted by the Board in February 2015.

- **LSCB Priorities**

The LSCB priorities were identified at the Business Planning Day in September 2014.

The Effectiveness of the Board.

The effectiveness of the Board is crucial to its meeting the core purpose and extensive audit work has taken place to identify where improvements need to be made. The new Chair will need to further review the Board from an objective perspective. The Board has reviewed effectiveness of sub groups and has decided to assimilate the voice of the child into every aspect of the work of the Board and its partners.

There will no longer be a separate sub group but an expectation of "mainstreaming" and monitoring put in place to evaluate effectiveness. The role of the Executive has been reviewed and a clearer remit identified. The adoption of four specific priorities underpinned by specified strategic principles and the proposed adoption of a new performance framework offers opportunities for improvement. It is proposed to have a Board development day reviewing the role of board members and addressing development plans for members.

CSE

This work has evolved from a Task and finish group set up under the auspices of the Vulnerable Groups sub group in 2012 to a sub group in it's own right in July 2014. The Ofsted thematic inspection offered the Board an objective critique of its work. There was clear room for improvement and the current sub group is chaired by the Strategic

Director of children and Young People. This is in line with the recommendation of the Pan London CSE Operational Protocol.

The revised action plan is stronger and monitored on a monthly basis. National CSE Awareness Day took place on 18th March 2015 and partners came together to raise the profile of CSE both within the partnership and externally within the borough. A new set of leaflets have been designed and will be part of the LSCB Communication strategy. The CSE sub group report addresses work in more detail. An audit has been commissioned through the QA and O sub group auditing a sample of young people who have been referred to the MASE.

The DALC sub group is progressing the awareness raising programme identified through the CSE sub group. The revised Pan London Operating Protocol is being presented to the P and P sub group and will be presented to the full Board in April.

Harmful Practices

The Board has adopted Harmful Practices as an objective, including safeguarding issues emerging from the Violence against Women agenda but having a broader focus.

There has been collaboration with the Safer Brent Partnership Board and Health and Well Being Board in addressing these areas, notably the FGM practice guidance for multi agency professionals and White Ribbon and International Women's Day.

The DALC sub group continue to provide training programmes addressing FGM but the programme will be expanded to cover Forced Marriage and Witchcraft and Spirit Possession. Further work needs to be taken forward across the strategic Boards and a meeting of the respective Chairs to review interface and leadership once the new Chair is appointed. The P and P sub group will be reviewing policies and procedures in these areas to ensure they are current and this will be followed up through the Section 11 process managed through the QA and O sub group.

Prevent

The Prevent Agenda is led by the Community Safety team but there is a strong interface of protection of vulnerability and crime reduction in this area. There is Community Safety representation on the Board and collaboration on awareness raising initiative,.

The LSCB Training Co-ordinator is an accredited WRAP Trainer and a series of training programmes have been offered to raise awareness across the partnership. Two seminars have been offered for schools to address the agenda in line with the requirements of "Keeping Children Safe in Education. A further series of training events will be launched through Learningpool. A recent event where two young people from Brent were involved in an attempt to get into Syria has highlighted the immediacy of this issue in Brent.

To date most of the work with regards this priority has been undertaken through the DALC sub group.

Work of the sub groups

Quality Audit and Outcomes Chair: Graham Genoni Operational Director Children's Social Care

The Quality Audit and Outcomes sub group is one of the most significant of the Board's sub groups covering the monitoring and evaluation function of the Board. The work of this group has been presented in a tabular format, reviewing the work of the group, considering what is working, what we are worried about and what we can do about it. There will be a review of the dataset and consideration is being given to a performance management framework to address the effectiveness of the Board and its work.

Issue	What is working well	What's not working well	What we are going to do about it?
<p style="text-align: center;">Page 50</p> <p>A Quality Assurance and Learning Improvement Framework is developed</p>	<p>We have a framework which addresses; The effectiveness of member organisations to safeguard and promote the welfare of children. Section audits 11 were undertaken and actions have been tracked through the PIP.</p> <p>The effectiveness of multi-agency practice to safeguard and promote the welfare of children. A timetable of themed and reflective audits have been undertaken based on areas we identified merited scrutiny through feedback from partners, data and national and local issues. Audits undertaken by multi agency partners with actions that have promoted positive change e.g. SC and CNWL protocol</p> <p>The effectiveness of the LSCB and its members safeguard and promote the welfare of children. An annual self audit has been undertaken by the LSCB business Manager using the themes identified in the OFSTED inspection framework, reported back into the QA and O sub group and fed into the LSCB Business Planning Day and areas for development have been identified and responded to. An independent consultant undertook a review of the Board, Report pending Board members have been asked to independently critique the effectiveness of the Board. "360" appraisal of Board Chair took place overseen by CEO</p>	<p>Need a more holistic framework focussing on performance management which clearly identifies what we are doing, why we are doing it, how much/well are we doing how do we know?</p> <p>Membership of group, which whilst improved from last year, issues around some partners, notably LNWHC, recognising its recent restructure.</p> <p>Whilst there is clarity of how Board priorities are identified from National and Local issues, need clearer links to audits</p> <p>Need to be clearer on impact of our audits, Stronger follow through when review of actions takes place, how do we happening? How is this picked up?</p>	<p>Research best practice from OFSTED inspections to identify most effective model Staffordshire model currently being reviewed</p> <p>Get buy in from new chair and partners in progressing the chose model</p> <p>Structure sub group meetings to ensure effective ongoing monitoring and evaluation of work undertaken</p> <p>Identify emerging risks as part of monitoring process. Move a way from work plan to targeted action plan monitored within the group and reported into the Executive. Tighter sharper focus</p>

Issue	What is working well	What's not working well	What we are going to do about it?
LSCB Dataset	<p>Involved partners committed to getting it right Regular and high quality Social Care Data</p>	<p>Partnership data not always available in good time Large quantity of data collected by not routinely scrutinised by the Board in a focussed and purposeful way.</p> <p>Police data retrospective.</p> <p>Lack of clarity about what model wanted as competing proposals</p>	<p>Need steer from new chair but research has been undertaken reviewing "Good " models through OFSTED inspections</p>
<p style="text-align: center;">Page 51</p> <p>Section 11 Compliance is Audit measured</p>	<p>All partner audits undertaken and actions monitored through the PIP.</p> <p>Evidence of improvement information sharing and subsequent guidance document agreed by all partners</p> <p>Clarity of what are the issues facing agencies re single agency safeguarding practices.</p> <p>Good practice shared e.g. Child friendly complaints leaflet Schools audit undertaken, precedent in place for future audits. Tool can be presented as evidence to OFSTED of schools safeguarding work against "Keeping Children Safe in Education". Collaborative work with Education colleagues</p>	<p>What do we do where there are agencies which operate within two boroughs, could we undertake joint Section 11 audits.</p> <p>Only 50% of schools responded. Data very comprehensive as aim to provide both an audit for the Board and a tool for school self audit. Format needs to be OFSTED compliant, terminology altered in the middle of the audit term which reduced it's appeal to schools</p> <p>Effective monitoring of action plans</p>	<p>Discussion in principle with Harrow Business Manager has taken place. This will be raised with Harrow Chair and Brent chair once appointed. Current Deputy chair v positive.</p> <p>Produce format for next audit collaboratively with Schools team to ensure the audit covers requirements in a current OFSTED format</p>

Issue	What is working well	What's not working well	What we are going to do about it?
<p>Audit programme</p> <p style="text-align: center;">Page 52</p>	<p>Audits undertaken as a result of Board priorities and emerging National and local themes, e.g. CSE audit (National, Board priority, CP Interface with Social Care and CNWL , National and local, plus links with P and P resulting in a protocol DBS (local) Schools (local, specifically linked with actions emerging out of SCR).</p> <p>9 Reflective audits inclusive of front line staff across agencies , emerging learning included into front line learning at both a single and multi agency level.</p> <p>Positive partnership working evidenced in themed audits</p> <p>Cross borough collaboration</p> <p>Actions from audits reviewed by QA and O</p>	<p>Reflective audits whilst very well received by practitioners, very time consuming and could be undertaken through themed audits encompassing a reflective element</p> <p>Limited feedback from single agencies where single agency audits could impact on multi agency practice other than Social Care</p> <p>Evidence of policies and procedures followed not always highlighted in audits</p> <p>Areas such as Cultural Competence not always addressed in audits either single or multi agency, clearly an important area in such a culturally diverse borough</p>	<p>Discussion to take place with Early Help by QA and O Business Manager to review systems in place</p> <p>Focus on themed audit and encompass reflective element</p> <p>Ensure audit templates address cultural competence and whether evidence of multi agency policies and procedures followed</p>
<p>Partnership Improvement Plan</p>	<p>The PIP has been developed, populated and reviewed and offers good oversight of Board actions.</p> <p>Action/inaction can highlight progress concerns from a multi agency perspective but also offers partners oversight of all actions pertaining to safeguarding</p>	<p>Some actions are out of date and need to be challenged by the Chair/Deputy Chair.</p> <p>Could be used more proactively with other actions required of partners input as a monitoring tool.</p> <p>This is not a risk register but there could be a record of risk actions not progressed and a holding to account formally by the Board</p>	<p>Review of the importance and impact of the PIP</p> <p>Further support provided to input</p>

Developing a Learning Culture Chair: Pauline Fletcher Designated Nurse for Safeguarding Children

This group was initially chaired by Jo Ohlson Chief Operating Officer of the CCG up until August 2014 when Pauline Fletcher Designated Nurse for Looked After Children. This sub group had benefitted from the appointment of an LSCB Training Co-ordinator. This role encompasses Community engagement and so has been an asset to the DALC in ensuring the broadest possible reach. The work of the group has been addressed in a tabular form, considering issues, what's working, what are we worried about and what we can do about it.

Issue	What is working well	What's not working well	What we are going to do about it?
Website	The LSCB website is in place and is available to users	Data re hits & usage not known How do we get messages around safeguarding out to YPs (feedback suggests they wouldn't use website?) Initial page of website is overcrowded	Review usage (analysis of who/ professionals? Parents? YPs?) Review content of website Inform website via Feedback from children and Young People?
Page 53 Training/ Learning Pool	Learning Pool access / take up	Limited representation of trainers from multi-agency partners within training offer	Review content of WTL1/2 complete data analysis report of learning pool to inform training programme Inform Board of challenges around representation - present analysis/ formal challenge Put forward proposal Data cleansing of learning pool accounts to ensure accurate recording of agencies
		Inaccurate information regarding delegates logged on Learning Pool	
		Clarity around how the LSCB offer relates to single agency training delivered.	
Annual conference	High attendance Links to priorities Consistent multi-agency input		Going forward analysis of take up from voluntary sector required.
Wider safeguarding information	Posters/cards available at community sites	Wider dissemination of safeguarding information to all target groups (everyone) including children and young people	Consideration be given to use of social media to disseminate safeguarding information. Possible use of life channel to communicate safeguarding agenda as part of wider communication strategy (eg at GP surgeries) Explore Cost to produce 30 second loop which outlines what the LSCB does/ how to keep yourself/your children safe?

Issue	What is working well	What's not working well	What we are going to do about it?
Enhance and provide quality learning	Good take up of targeted multi agency workshops for professionals following Brent LSCB SCR	Wider dissemination of local and national emerging themes to influence the LSCB training programme	Develop a process to ensure that learning from local and national emerging themes including SCRs,DHRs Management Reviews etc are analysed by the subgroup and inform training programmes all year round
Community Reference group	Group has started but at very early stages	Understanding of group unclear at board level	Implementation plan circulated / discussed Communication strategy taken to community reference group for comments/ development
Capacity of Training Coordinator	JD and money to fund post to support wider communication	LSCB defined role/avoid conflict of interest	
Communication to parents/carers		Parent/ carer access to information is limited website/ posters/cards/ and occasionally training	Work in partnership with Community Reference Group to ensure communication around safeguarding
Voice of the child	Strong evidence in social care + health of listening to the voice of the child	Currently no representation of children/yp	Build on strengths of social care and health professionals in consulting with children – 'Tell us' survey principles – Do you feel safe in your community? Your school? Your home? Continue child focused practice in training
	Work with anti-bullying council	Finding our what Brent children think Messages for how children and young people can keep themselves safe not consistently delivered in schools	LGBT/ CSE Sexual health/ subs misuse
LSCB Priorities	Priorities have been identified, Programme of Road shows are being delivered	Website needs updating to reflect and raise the profile of priorities	Training strands have been identified for each of the priorities – dates to be confirmed (eg Prevent training rolled out)

Issue	What is working well	What's not working well	What we are going to do about it?
Single agency Multi agency Evaluation Too	The multi-agency evaluation tool has developed for use in Brent, to establish the "so what" and the impact of training, and is being rolled out.	The single agency and multi-agency quality assurance process is not sufficiently developed	Increase the pace of implementation of multi-agency model and provide analysis to inform training strategy. Develop a programme for quality assuring single agency training using existing members from the DALC subgroup
Subgroup representation	Limited attendance and input by group members from multi-agencies to the subgroup	Delay in implementation of subgroups work plan	Inform the board and present a challenge by providing analysis of data

Priorities for 2015-16

- Evaluate the impact of safeguarding children training on the quality of frontline practice and outcomes for children.
- As part of a training needs analysis consider a broader range of LSCB training courses through Learningpool
- Develop a training pool of multi agency trainers to support the delivery of the LSCB Training programme
- Provide good quality opportunities for those who work with or involved with children and families to learn at the LSCB Annual conference.

CSE sub group Chair; Gail Tolley Strategic Director Children's Social Care

This group has been chaired by the Strategic Director since 9th March 2015, prior to this it was chaired by Sarah Alexander. This report outlines the progress that has been made to date with regards to the Board's response to CSE.

Report on the progress of the LSCB to address CSE in Brent

Synopsis of Actions.

- Initial report 2012
- Initially the work to address Child Sexual Exploitation (CSE) in Brent was lead by the vulnerable children's sub group of the LSCB had responsibility 2012-14.
- In line with expectations a Multi Agency Sexual Exploitation panel (MASE) began operation in Nov 13
- Audit of LAC placed outside of Brent
- The first CSE strategy and action plan July 2014 was signed of by the LSCB but further work was identified on the strategy following the thematic inspection.
- In September 2014 new CSE sub group of the LSCB began work
- Brent were one of the eight authorities chosen for the thematic inspection of CSE 29th Sept 14 – 3rd October 14. This inspection raised areas for development across Children and Young Peoples service and its partnership.
- To support staff in partner agencies a screening tool was issued Dec 14 and awareness raising and training brings the screening tool to the attention of professionals who are taking part
- Safety plans and risk assessment tools have been issued to all social work staff in Jan 14 and will be incorporated into the new procedures
- A second strategy has been developed, approved by the LSCB CSE sub group and delivered Feb 2015
- Brent has an agreed definition of CSE in place and a communication strategy will ensure that all professionals are aware of this by March 15.
- A Safer London senior young person's advocate joined Brent January 15 and will offer invaluable expertise training and face to face work with young people and professionals.
- To ensure there is senior management grip on missing children in Brent a Missing Panel began in Feb 15 to address strategic and operational issues related to missing children from home and care.
- The Special Point of Contact from the Police CSE Command provides a report of the Brent data for CSE against all other London authorities and this will be shared with CSE sub group in March 15 and the LSCB in April 15.
- A short analysis of return interviews took place in January 15 and showed themes associated with absence were related to children who had sought permission to go out and were refused going out for one or more nights without parental permission.

- The community safety team data analyst has begun to gather and analyse a broader data set of the picture of threat, risk and vulnerability of girls known to CSC, YOT, Inclusion, Education Welfare Officers and Police a first draft was made available Feb 15. The analysis is using the same questions as the Inquiry into Child Sexual Exploitation in Gangs and Groups dataset developed by the Office of the Children's Commissioner to examine the potential scale of the problem where children who showed signs of risk or vulnerability associated with CSE. Analysis of these data had enabled the Commissioner to quantify the number of children who display three or more signs of risk associated with CSE and to assess the difference between the numbers of identified victims reported to the Commissioner for England's Inquiry and the numbers of potential victims.
- A multi agency audit of 10 children who are at risk of CSE and have also been presented to the MASE is under way.

Progress overview

Brent continue to be committed to and working towards a greater understanding the prevalence and identifying those children who have been sexually exploited or are at risk of this type of abuse and the perpetrators who commit such offences.

It remains challenging to understand the complete picture of the boroughs profile and this impact on identifying priorities for the action plans.

Greater coordination, activity and resources have been directed towards tackling CSE, making sure approaches and information sharing are joined up and enforcement activity is implemented where necessary and children identified, protected and supported.

Attendance by partners at multi agency meetings is good. A new strategy has been developed by the LSCB sub group that references national recommendations.

A strengthen action plan has followed the strategy and progress against identified actions is monitored at every sub group meeting the DCS now chairs the LSCB CSE sub group

Organisation of training and awareness raising activities is now more coordinated and a screening tool is in place for use by partners to support learning and identification.

The MASE panel meets on a monthly basis and whilst children continue to be referred some work remains to get the panel working effectively to track agencies activity on a month by month basis and to make sure the appropriate children are referred. An additional resource of a social work post will be added to the Safeguarding Service. This post will have direct responsibility for tracking progress between panels and reporting this back and researching new panel cases. Membership is continually reviewed to make sure the right people are around the table.

Brent welcomed the appointment of a MOPAC Safer London Senior Young Persons Worker in January 15 with expertise and knowledge of CSE across London. This worker will have direct responsibility for a small case load, training of 250 professionals and will sit on both the MASE and LSCB sub group giving advice and support. The worker appointed to this post has worked in the same position in many of the boroughs that Brent shares a boarder with which offers enhanced capacity from managing cross boundary issues and learning.

Brent recognises the link between missing and CSE and to effectively address this we have introduced a multi agency missing panel to look at the strategic issues and individual children who present the most concern. The first meeting is in Feb 15.

A once monthly a chairs meeting will take place following the Missing panel, MASE panel and PMAP to share information coming out of each meeting such as names of victims, names of perpetrators, those at risk and hotspots.

We are addressing licenced premises issues with colleagues in the licensing team and discussion minimum expectations for CSE training prior to an applications being granted and how to manage the revoking of licences.

Referrals

There is still further training and awareness raising that is required to ensure that practitioners are confident that they understand what CSE is and how to refer. A screening tool is now available to support referral. Most referrals known to Children's Social Care (CSC) are categorised as level one according to the MOPAC guidance (check name)

Against the categories in Pan-London Child Sexual Exploitation Operating Protocol 2014 we have had one category two case since we began collecting referral data however we are not complacent about the need to continue to seek out children in the borough who have been exposed to or been a victim of CSE.

The Police have made a number of arrests and conducted other investigations that have resulted in abduction notices. One possible 'hotspots' was identified but after a Police operation this was deemed safe. We continue to have a high level of gang activity in the borough with 19 home office recognised gangs and at the gang call in April CSE will be part of the agenda to address with gang members

We have applied for a secure order for one female who was at continued risk from an older boyfriend and continued to go missing but this application was reject by the court. The female returned to family in Ireland soon after.

National CSE Awareness Day

A stall with multi agency representation was in place at the civic Centre with opportunities for people to ask questions, receive literature and make a personal pledge in line with the National Campaign. A learning event was available with the senior CSE advocate.

A stall was set up at Wembley Central with two Detective Constables and Police Constables. 150+ people engaged through the day promoting local authority CSE literature and Op. Make Safe.

Uniform police officers promoted operation Makesafe to businesses in Wembley, Kingsbury and Neasden. Approximately 100 premises visited at this time and feedback is positive and engagement good.

A search warrant was issued at resulting in two arrests for possession / sharing of indecent images of children. Computers and others items seized, investigation being led by QK CID. (Suspects currently on bail pending further investigation)

6 relevant RSOs visited by Jigsaw team.

At this time 4 care homes visited by Missing Persons unit staff promoting CSE awareness.

50 QK Police Cadets trained.

QK Twitter has retweeted several links in National CSE Day.

Schools have been provided with training packages for CSE by the local authority.

Child Death Overview Panel Chair: Dr Melanie Smith Director of Public Health

Summary of Brent CDOP for Brent LSCB Annual Report - March 2015

The Brent child death review processes commenced in April 2008. This is a summary of the work for the panel's seventh year as per the guidance in Working Together to Safeguard Children 2013 (replacing 2010) and the London Child Protection Procedures, current version 2014.

The panel chair is now Dr Melanie Smith, the Director of Public Health in the Local Authority. The four panel meetings held this year reviewed 29 cases. There are 4 for review pending coroner's information. The cases are reviewed after the Coroners have given their verdicts, after criminal justice processes are concluded and SCRs are complete.

For this financial year, so far, the single point of contact was notified of 24 deaths, a decrease in numbers from previous years. Of these, seven were classed initially as 'unexpected' child deaths, but one was changed by the CDOP paediatrician to an 'expected' death. This number is consistent with figures overall in past years for unexpected deaths.

Key cases:

This year we completed the reviews for 2 siblings who died at the hands of their birth mother from asphyxia. They were also the subject of a SCR co-ordinated by Brent LSCB. They are the first set of children the panel has reviewed who have died from inflicted injury (non-accidental injury) by an adult. The SCR made recommendations for this case.

The case of a boy who died following a chronic (complex) illness and then died unexpectedly was widely reported in the press. The parents were of the view that information was not shared between local services and specialist centres and that this had an impact on their child's care and death. The panel's view is that local hospitals and specialist centres should communicate effectively because in emergencies complex cases access the local services as the specialist centres are not accessed directly by the public in such situations.

A boy died tragically from a road traffic accident emphasising the continued need for education of the public about road safety.

The CDOP review process highlighted the need for clinicians to heed the voice of parents of disabled children especially where there are concerns about clinical care.

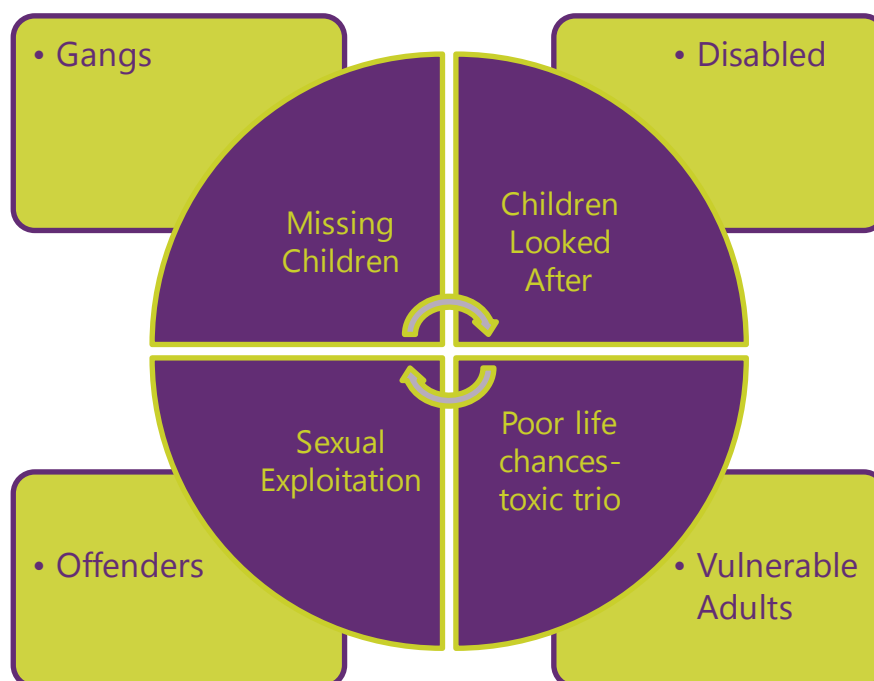
Learning the lessons:

A training session held on 12 September 2014 was attended by over 40 professionals across the partnerships. The talks were based on the theme of 'preventing child deaths'. The following areas were covered: Vitamin D deficiency, medical mishaps, consanguinity, suicide prevention (Brent Samaritans), promoting safe sleep (the Lullaby Trust) and Child Bereavement UK charity spoke about caring for the families and professionals affected by these tragedies. The time spent on each topic was considered too short as there was active discussion and thought provoking questions which enriched the learning.

For the future, the panel wish to share further learning with front line services including primary care: to promote healthy living and safe sleep and road safety, thereby preventing child deaths.

Vulnerable Groups Chair Dr Arlene Boroda Designated Doctor Safeguarding Children

Summary of vulnerable groups for 2014-2015



The Chair of the group was previously the DCI for the police to lead the work of the group as they hold the most 'intelligence' in this area of safeguarding. There were 2 meetings (04/04/2014, 11/09/2014) which agreed the terms of reference for the group and a work plan to continue in the next financial year.

In a forum in Feb 2014 this sub-group of the LSCB identified and listed the groups or partnership panels that already take place that review, risk assess and safety plan for of these vulnerable children across Brent. The Designated Professionals for safeguarding children undertook reviews of the health element of the MARAC and MAPPA and of the partnership in the MASE. These panels have Information Sharing Agreements with terms of reference. Partnership, interdisciplinary working and information sharing is more difficult now simply due to the increasing number of the health providers for a family and their children. The panels to be reviewed will be the PMASE and 'inclusion' panels.

Children and their families interface with many of the vulnerable groups in Brent. There is an overlap of the following: gangs, child sexual exploitation, domestic abuse, young offenders (children in custody, children in prisons, children on probation), and missing children (from home, from school, from education), children looked after, children excluded from education (in past or future). The sub-group identified the need for data mapping of vulnerable children across the various panels in Brent to get a broader picture of the numbers and interlacing of children affected by these problems.

The work of this group feeds into the LSCB and also Brent Community Safety Partnership.

Policies and Procedures

The Policy and Procedures sub group was originally chaired by Yvonne Leese Director of Brent community Services. As a result of the restructure which resulted in community services becoming part of a larger Trust London North West Health Care Trust, (LNWHT), and the Chair is now Colette Mannion, Deputy Director of Nursing.

Issue	What is working well	What's not working well	What we are going to do about it?
<p>Develop guidance for policies, procedures and protocols to be presented to Board</p>	<p>Guidance has been produced and is being followed. Policies and procedures produced by the London Safeguarding children Board are adopted and there is regular feedback at each meeting. If required London procedures are adapted to be Brent specific</p>		
<p>A template is developed to track progress of procedures /policies and protocols including inception, progress, sign off and review</p>	<p>A timetable of policies and procedures to be presented and reviewed has been developed and is working effectively. Policies are then presented to the Board and signed off.</p>	<p>There has been some drift with regards to some policies and procedures where there is an expectation that a London wide document will be produced. This can take some time and during that period the Board either needs to produce a document that will not be aligned to London and will need to be revised or event re-drafted, or have a procedure not fit for purpose</p>	<p>This needs to be addressed by a case by case basis, where there is considerable and unacceptable delay the Chair of P and P will present the case to the Executive for a decision.</p>

Issue	What is working well	What's not working well	What we are going to do about it?
Review of current procedures as required	Procedures are being reviewed as required through multi agency task and finish groups which meet either actually or virtually.	Whilst there is compliance with ensuring procedures are being reviewed by the Board to ensure they are current, it is difficult to gain assurances that procedures are being complied with cross agencies	Link in with QA and O with regards to section 11. Single agencies be asked to demonstrate their compliance.
Develop new multi agency policies, procedures and protocols as required	There is a branded template for future policies and procedures and these will be located on the LSCB website	<p>There will need to be a multi agency working group set up to produce any new procedure/policy, due to the current reduced membership there is likely to be an over-reliance on the current members or officers of the board to draft the procedure.</p> <p>The group do not systematically consider how the voice of the child can be heard when drafting policies or procedures.</p>	<p>Membership needs to be reviewed the option to co-opt members for particular pieces of work based on their skills and knowledge, needs to be promoted.</p> <p>The group will include "Hearing the voice of the child" as a standing agenda item to ensure due consideration is given across all procedures, both new and established.</p>

Serious Case Reviews

This group has been chaired by Chris Spencer, Independent Chair of the Board, up to February 2015 when the role was taken over by Catherine Knights, Deputy Chair. It is noted that the guidance followed, "Working Together to Safeguard Children 2013" has since been revised in March 2015.

Issue	What is working well	What's not working well	What we are going to do about it?
<p>Work in accordance with Chapter 4 of Working Together to Safeguard Children 2013, and Brent's LSCB Learning and Improvement Framework.</p>	<p>All work has been undertaken in line with guidance.</p> <p>The sub group is well attended by the right people; decisions are made in line with guidance and are well considered and recorded.</p> <p>The National Panel of Independent Experts is appropriately consulted</p>	<p>Learning from LSCB SCR processes in Domestic Homicide Reviews needs strengthening</p>	<p>Improve links between the LSCB and Community Safety Partnership</p>
<p>To undertake Serious Case Reviews in line with Regulation 5 of the LSCB Regulations 2006</p>	<p>Consideration is given at the request of the LSCB Chair whether a Serious Case Review (SCR) should take place, and recommendations are made to the LSCB Chair who has ultimate responsibility for deciding whether or not such a Case Review should be conducted.</p> <p>Learning is appropriately disseminated across the partnership. A learning event addressing the lessons emerging from Child I and J took place with lessons expanded to cover more general themes emerging from national SCR's.</p>	<p>Capacity to carry out an SCR is a real concern especially when there is more than one case under review.</p> <p>Capacity to carry out an SCR is a real concern especially when there is more than one case under review.</p>	<p>Resource each SCR on a case to case basis</p> <p>Improve links between the LSCB and Community Safety Partnership</p>

Issue	What is working well	What's not working well	What we are going to do about it?
To undertake Management Reviews	A multi agency learning review took place across Brent and a neighbouring borough	Lessons emerging from the review have not yet been cascaded as the review had not yet been presented to the neighbouring borough's SCR sub group	Ensure clear timescales which are carefully monitored and agreed by both boroughs involved.
To oversee the implementation of actions resulting from SCR and Management reviews	Actions have been implemented systematically across the partnership and are being monitored by the SCR sub group. This will be further monitored through the Section 11 process and cross referenced with the Quality Audit and Outcomes sub group.	Accurately describing the impact on outcomes for children and being able to demonstrate this. Ensuring the learning is effectively cascaded cross agencies and to the front line making a difference to practice	Develop qualitative measures to compliment quantitative data. Ensure partners specifically address the learning from SCR's and impact within their section 11 audits and actions. Ensure all partners are invited to learning lessons events
The Learning from SCR's and Management Reviews is shared across the partnership and as widely as possible	The learning from SCR's is shared across agencies and is accessible to all	Learning is not accessible to the third sector and non statutory agencies. A section developed on the website by the Training Co-ordinator, linked to LearningPool and publicised across the borough is not fully operational.	Undertake specific audit activity to evidence wide spread multi agency learning from SCR's.

10. Challenges

Challenges are made both formally through the Chair writing to a partner or external agency or more commonly during the Board meetings where there are opportunities to constructively challenge any aspect of the work of the Board including reports, presentations and data.

The LSCB Dataset

This has been challenged the Chair on regular occasions both at the full board and Executive group as not being fit for purpose. This has also been raised by partners. A new performance framework including a dataset will be presented to the new Chair and Executive and models of best practice have been sought.

Concerns about the working relationships between Brent CSC and CMWL

Concerns emerged as a result of an audit presented to the Board in December 2014. Partners took proactive action and concurrently a protocol was produced. The protocol of working relationships between CSC and CNWL endorsed by the Board December 2014 includes the range of mental health providers.

AAP Data

The author of the LADO report advised the recording system for AAP's is not sufficiently capturing the data required for reporting purposes. This was challenged at the presentation of the report and this has since been reviewed.

CP training for unregulated bodies

A challenge was made to encourage child protection training for education where there are no regulated bodies for example Faith Schools, private tuition, Churches and Madrassa Schools and looking at their child protection procedures. This has been brought to the attention of the DALC and the CRG to progress as well as raising the awareness of the LADO role with professionals and volunteers who work with children through wider networking with churches, schools and voluntary agencies.

MARAC reviews

MARAC reviewed 299 cases during the annual report review period against a target of 500 which is recommended by CADA. Feedback within the meeting indicated as Advance and the Police are co-located much of the work is through direct referral however this disparity will be addressed with the Chair.

MAPPA attendance

A peer review of the management of MAPPA has been undertaken through the Vulnerable Groups sub group, linked with an overview recommendation with regards to Health representation from the LSCB SCR on Child F This has resulted in improved Health representation. Housing attendance was challenged in October 2014. This has now been addressed.

Attendance at sub groups

The sub groups of the Board are chaired by members of the Executive, who are all senior managers within their agency. Sub group members tend to be operational staff across agencies and do not have to be Board members. Representation and attendance has been problematic across some agencies. This was formally brought to the Board's attention at the October 2014 Board by the chair of Policy and Procedures but had also been addressed by the respective chairs of sub group meetings through the Business Manager. Assurances were received and attendance has improved but will continue to be monitored. See Appendix C for attendance breakdown of LSCB and sub groups.

Brent LSCB Challenge Log 2014

Page 97 The Challenge	Agency/Person Challenged	Date of Challenge	The Outcome
LSCB Chair challenge to Director of Brent Children & Young People CNWL letter regarding the decommissioning of CAMHS services for LAC and for children with Disability. Given the claims in the letter about the possible impact of the changes, the Chair requested a response to the issues raised along with reassurance that the safety of children will not be compromised.	Director of Brent Children and Young People	9 th April 2014 (CNWL Letter dated 8 th April 2014)	This matter was responded to through discussions between partners outside of the Board, this matter remains under review and will be further addressed through the new round of Section 11 audits
Met Police CAIT attendance at LSCB meetings challenge	DI Liam Adams – Met Police CAIT	8 th January 2014	Feedback that as a result of increasing demand across Harrow and Brent there was reduced capacity for the attendance at meetings, a request was made for this data to be produced so a further challenge could be made to the Assistant Commissioner Met Police. Data presented to the LSCB outlining the demands on CAIT by Brent and Harrow

The Challenge	Agency/Person Challenged	Date of Challenge	The Outcome
LSCB Chair Challenge Letter to Assistant Commissioner Met Police regarding Workload of Brent and Harrow CAIT	Assistant Commissioner Met Police	11th June 2014	Response received 13th June 2014 "Detective Superintendent Steve Williams, who leads the CAITs, has conducted an in-depth analysis to identify the disparity in workloads across the command. Proposed increase for Brent and Harrow
Challenged the H & W Board regarding CDOP Annual Report	Health and Wellbeing Board	18th June 2014	Report now presented and the director of Public Health is now CDOP chair to ensure an effective interface between the two boards as well as protocols now in place between both boards
Letter regarding CSA Pathways in Brent sent to all partners	Partners	September 2014	Partners requested to ensure awareness of CSA and to be aware that CSA and CSE whilst linked are different. Setting up of revised CSE sub group
<p>Chris Spencer challenge to Gail Tolley on CSE inspection</p> <ol style="list-style-type: none"> 1. Request for more senior chair of group 2. Use of screening tool in CSC 3. CSE co-ordinator role 4. Role of police in establishing intelligence re prevalence, protection, disruption and prosecution 5. MASE feedback 	Gail Tolley	15th October 2014	Strategic director now chair of CSE panel Screening tool developed and rolled out on a multi agency basis, used as part of referral process to BFFD and MASE CSE Co-ordinator role agreed and recruitment process in place. CSE lead in place and Operation Makesafe operational in Brent Evaluation and audit due in June 2015
Challenge to Brent Council Chief Executive regarding LSCB budget	Christine Gilbert	15 th October 2014	Agreement to fund LSCB Training coordinator as permanent full time post
College of NW London		September 2015	Representative in place.

Appendix A

Child Friendly Complaints Leaflets

The North West London Hospitals **NHS**
NHS Trust

I am sad and I want to complain 

 I am sad and upset as somebody did not listen to me when I needed help

? What can I do?

 Phone the Complaints team who will help you
020 8869 2026

 Or we will come and see you on Jack's Place.

1

 Or send an email to the Complaints team
Nwlh-tr.patientrelations@nhs.net

 Or write a letter

 We can help with complaints about the care given to you when you are a patient in this Hospital.

 The complaints team will help organise someone to support you, called an Advocate, who can speak for you or send an email

2

 The Advocate will try to make the problem better and tell you what will be done to make it right.

VoiceAbility runs NHS Complaints Advocacy services in Brent and Harrow and is run by Harrow Health Advocacy service. The website address is:

www.nhscomplaintsadvocacy.org
Handcadv@had.org.uk

Or phone
0300 330 5454 (Brent)
020 8861 8876 (Harrow)

 The Advocate will give you the time you need.

3

Northwick Park and St. Mark's Hospitals
Watford Road
Harrow
HA1 3UJ
Tel: 020 8869 3232

www.nwlh.nhs.uk

General Trust information

Patient Advice and Liaison Service (PALS)
PALS is a confidential service for people who would like information, help or advice about the services provided by any of our hospitals. Please call 0800 783 4372 between 10am and 4pm or e-mail Nwlh-tr.PALS@nhs.net.

For a translation of this leaflet or for an English version in large print, audio or Braille please ask a member of staff or call 0800 783 4372.

4

Appendix B

Brent LAC Service Leaflets

Leaflets for 4-8 year olds

Your Feelings
Which of these is most like how you feel most of the time?
 Lonely Sad Happy
 Scared Confused Angry

Culture
Do you have a religion? Yes No
 If yes, do you have the opportunity to:
 a) Attend a church, mosque or temple as required by your religion/fath or culture? Yes No
 b) Treat your hair or skin as required by your religion/fath or culture? Yes No
 c) Eat food, fruit and vegetables as required by your religion/fath or culture? Yes No
 Any other opportunities you have:

General
Have you seen your social worker on your own recently? Yes No
 Has anyone told you how to make a complaint if you have one? Yes No
 Has anyone told you about the Advocacy Service? Yes No
 Have you been told about the Brent Pledge? Yes No
 Have you been given a complaints leaflet? Yes No
 Before this meeting ends is there anything you would like to ask? If yes, please tell us more:

 If you are unhappy about anything let us know! If your social worker or care cannot sort it out, or if you prefer to talk to somebody outside of Social Services, we can give you some information telling you more about this.
 Has this information been given to you? Yes No
 Please sign here (the person this review is for should sign the form)

 Date: _____
 Brent
 Finally, thank you for filling out this form. Please now send it back to us before your review, using the stamped addressed envelope.

Consultation form for Looked After Children review
 A review is a meeting about your care plan and gives you the chance to say what you want to happen in your life. We hope that you will attend your review and share your comments the comments you put in this form and any others you may have.

Have your say

Is there anyone you do not want to be at your meeting? Yes No
 If yes, please tell us who: _____
 Do you understand why you are being looked after? Yes No
 Do you have access to a computer where you live? Yes No
 If you have worries, have you discussed them with an adult? Yes No
 Who do you or would you talk about your worries with? _____
 Do you understand why you are being looked after? Yes No

Accommodation and Contacts
 What do you like about where you are living? _____
 Is there anything you don't like about where you are living? If yes, please tell us what: _____
 Is there anyone you would like to see that you don't see now? Yes No
 If yes, who: _____
 What else do you like to do? _____

Leaflets for 9-11 year olds

Your Feelings
Which of these is most like how you feel most of the time?
 Lonely Sad Happy
 Scared Confused Angry

Culture
Do you have a religion? Yes No
 If yes, do you have the opportunity to:
 a) Attend a church, mosque or temple as required by your religion/fath or culture? Yes No
 b) Treat your hair or skin as required by your religion/fath or culture? Yes No
 c) Eat food, fruit and vegetables as required by your religion/fath or culture? Yes No
 Any other opportunities you have:

General
Have you seen your social worker on your own recently? Yes No
 Has anyone told you how to make a complaint if you have one? Yes No
 Has anyone told you about the Advocacy Service? Yes No
 Have you been told about the Brent Pledge? Yes No
 Have you been given a complaints leaflet? Yes No
 Before this meeting ends is there anything you would like to ask? If yes, please tell us more:

 If you are unhappy about anything let us know! If your social worker or care cannot sort it out, or if you prefer to talk to somebody outside of Social Services, we can give you some information telling you more about this.
 Has this information been given to you? Yes No
 Please sign here (the person this review is for should sign the form)

 Date: _____
 Brent
 Finally, thank you for filling out this form. Please now send it back to us before your review, using the stamped addressed envelope.

Consultation form for Looked After Children review
 A review is a meeting about your care plan and gives you the chance to say what you want to happen in your life. We hope that you will attend your review and share your comments the comments you put in this form and any others you may have.

Have your say

Is there anyone you do not want to be at your meeting? Yes No
 If yes, please tell us who: _____
 Do you understand why you are being looked after? Yes No
 If you have worries, have you discussed them with an adult? Yes No
 Who do you or would you talk about your worries with? _____
 Do you understand why you are being looked after? Yes No

Education
 What is going well at school? _____
 Is there anything you would like to change? Yes No
 If yes, please tell us what you would like changed: _____
 Do you have somewhere quiet to do your homework? Yes No
 Do you have access to a computer where you live? Yes No
 Do you think you need extra support with your schoolwork? Yes No
 If yes, please tell us what extra support you need: _____
 Has your Personal Educational Plan been completed with you recently? Yes No
 What would you like to do when you are older? _____

Accommodation and Contacts
 What do you like about where you are living? _____
 Is there anything you would like to see changed? Yes No
 If yes, please tell us what you would like changed: _____
 Is there anybody who you don't see now? Yes No
 Is there anybody who you would like to see? _____
 Who do you talk to about things that are important to you? _____

Leaflets for 15-18 year olds

Your Feelings
Which of these is most like how you feel most of the time?
 Lonely Sad Happy
 Scared Confused Angry

Culture
Do you have a religion? Yes No
 If yes, do you have the opportunity to:
 a) Attend a church, mosque or temple as required by your religion/fath or culture? Yes No
 b) Treat your hair or skin as required by your religion/fath or culture? Yes No
 c) Eat food, fruit and vegetables as required by your religion/fath or culture? Yes No
 Any other opportunities you have:

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 If you have worries, have you discussed them with an adult? Yes No
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 Is there anything you would like to change? Yes No
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 Do you think you need extra support with your schoolwork? Yes No
 If yes, please tell us what extra support you need: _____
 Has your Personal Educational Plan been completed with you recently? Yes No
 What would you like to do when you are older? _____

Accommodation and Contacts
 What do you like about where you are living? _____
 Is there anything you would like to see changed? Yes No
 If yes, please tell us what you would like changed: _____
 Is there anybody who you don't see now? Yes No
 Is there anybody who you would like to see? _____
 Who do you talk to about things that are important to you? _____

A guide to complaints and Advocacy for Young people

Need more Information?
Please get in touch with the Complaints Team if you need an advocate or if you would like to discuss a complaint.
Complaints Team
Brent Council
Brent Civic Centre
Engineers Way,
Wembley, HA9 0FJ
020 8937 2444
complaints.service@brent.gov.uk
www.brent.gov.uk/complaints

If you can't get in touch with the Complaints Team you can also call Brent Customer Services on 020 8937 1234 or drop in at Brent Civic Centre and make a complaint online.

Other places for support and advice
There are independent charities, organisations and representatives you can contact about advocacy.
Coram Voice
Freephone 0800 800 5792
help@coramvoice.org.uk
www.coramvoice.org.uk
National Youth Advocacy Service
Freephone 0800 808 1001
help@nyas.net
www.nyas.net

You may also wish to contact your ward councillor, MP or the Local Government Ombudsman. For more information visit www.brent.gov.uk/complaints

Receiving social care? Unhappy, concerned or annoyed?

Who can have an advocate?
Advocates are for young people aged from 13 to 19 (and in some cases up to 24) who receive social care support. That is if you are:

- looked after
- on a Child Protection Plan
- a care leaver
- disabled or in need
- approaching 18.

 Your advocate can also:

- help you write down what is wrong and should happen
- attend a meeting with you
- help you say what you want
- give you advice on your rights and about making choices.

Who can be your advocate?
An advocate could be someone you already know and trust. That person could be:

- a teacher, youth worker, personal adviser, your social worker or key worker
- a friend, someone in your family or an adult that you trust to help
- a volunteer who is trained as an advocate

What young people say:
 "My advocate helped me a lot. Every young person in care should have one."
 "My advocate explained my rights to me. I felt listened to for the first time."

A guide for Children - My Independent Reviewing Officer

These are the names of your social worker and Independent Reviewing Officer.

Contact details:

Name of Independent Reviewing Officer:

Mobile:

Email:

Name of social worker:

Mobile:

Email:

My Independent Reviewing Officer
A guide for children

What you will meet with your social worker, carer, mum, dad and other family members to talk about your care or children's home. The Independent Reviewing Officer will be at the meeting too and is there to help you to understand what is happening. If you don't want to go or feel a bit shy about you can still let people know what you think and feel.

If you are in a children's home or foster care you will have an Independent Reviewing Officer who is there to support you.

They make sure you are being looked after properly and have everything you need. You can talk to the Independent Reviewing Officer what you are happy and unhappy about and that you have a home that is right for you.

A Care Plan tells everyone how your health, schooling, hobbies and other things will be arranged while you are in foster care or a children's home. It also says how and when you will see your family and friends.

If you are unhappy with anything in your Care Plan or you don't think you are being treated fairly then you can ask for an advocate.

A guide for Young People - My Independent Reviewing Officer

What is my Care Plan?
Your social worker has to write down what they will do to help you. The plan you write is called a Care Plan. It says what we are going to do to support you, your education, hobbies and your health, religious or cultural needs and how long it is thought you will need to be looked after for. It is also agreed how we can help you have contact with family and friends.

Depending on your age, you may be asked to sign your Care Plan, along with your parents, social worker and the carer manager.

Each review must always consider:

- whether to confirm or change your Care Plan
- who needs to do what to make sure you are getting everything you need
- when they need to do it by

Local dispute resolution
If the IRO and your social worker can't agree on what is best for you then they will try and sort this out and the IRO will take this up with a more senior person. This is called the escalation procedure. The IRO has a responsibility to use any concerns or issues on your behalf to help try and sort the out.

Advocates
If you are unhappy with anything in your Care Plan then you don't think you are being treated fairly then you can ask your social worker for an advocate.

What does an advocate do?
Your advocate will listen to your views and help you to understand what is going on. Your advocate will meet you a few days before any meeting where your plans are being discussed to help you to work out how you would feel most comfortable having your case for example, you want to make a video recording for the meeting, or write down to draw what you want to say. You can take them to the meeting or ask your advocate to go to the meeting on your behalf.

If you go to the meeting your advocate will help you to speak out at the meeting or speak on your behalf if you prefer. Your advocate will make sure people listen to your views.

Contact details:

Name of Independent Reviewing Officer:

Mobile:

Email:

Name of social worker:

Mobile:

Email:

Independent Reviewing Officers: A Guide for Young People

Why do you have these meetings?
You have review meetings because it gives you and the people helping you an opportunity to discuss your living arrangements and everything else that affects your care and so will you come back to your parents or another relative, or will you be in foster care or in residential home. Any changes to your care can be discussed at your review and it is important that your views are always taken into account.

Who comes to your reviews?
Your social worker will ask you who you think should come to your review. Usually the would include your carer, parents, family members, teachers and your advocate if you have one and most importantly you.

How do you get to have your review?
As to your meeting, it is important that your views are heard. Your social worker will ask you about the future plans with you before the review and you can tell them how you feel. If you feel unable to come to the review, your social worker or your advocate will be people know what you think and feel.

Another way to get your views across is by filling in the consultation form. You will be sent a consultation form before the review meeting. This is for you to write down all the things you want said at the meeting. An advocate or your carer, or anyone else that you trust can help you fill this in if you don't want to do it on your own.

Before the meeting your social worker will have written a report and you will be able to see the balance sheet. The report covers things like your health, how you are getting on with your education, what other activities you are doing, if things are OK where you are living and if you are happy with the contact you have with your family.

The IRO will start the meeting by asking everyone there to say who they are and give everyone a chance to talk about how things are, the plans that have been made and any changes that may need to be made. The IRO will be taking notes at the meeting of what has been discussed and what the results of the discussion are such as making any other arrangements for you.

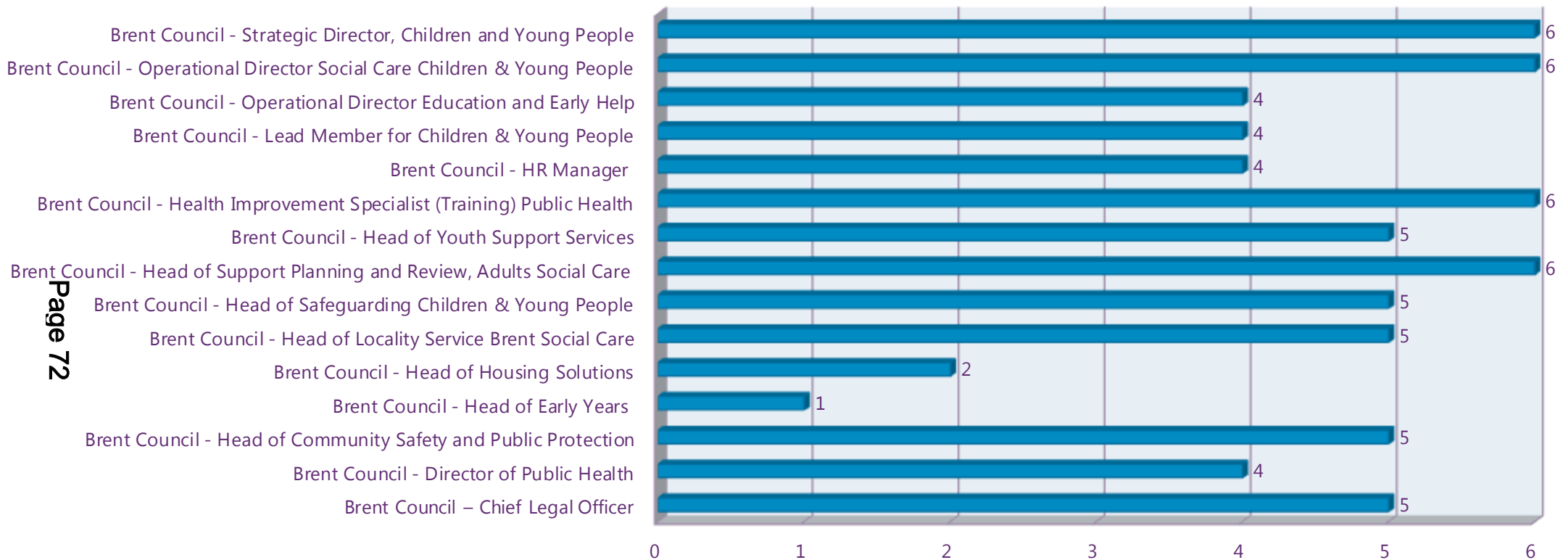
with friends and family, how you will get to school and any health needs you have, as well as the things you like to do in your spare time. This may happen before your review, but, if not, it will happen in the first three days.

the first one and after that every six months.

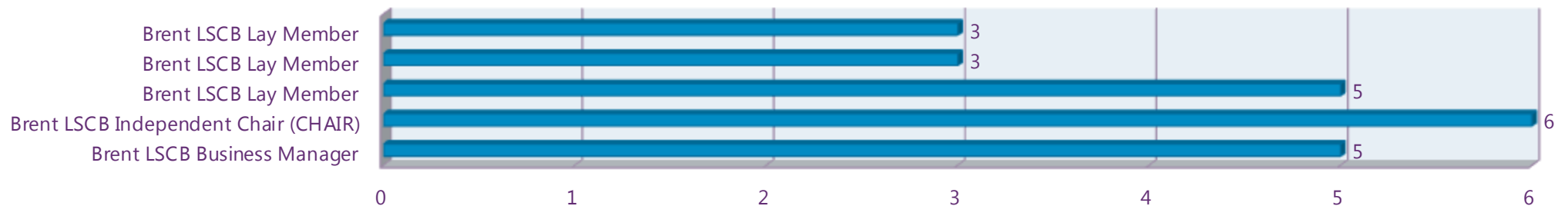
APPENDIX C

Attendance at LSCB meetings April 2014-February 2015

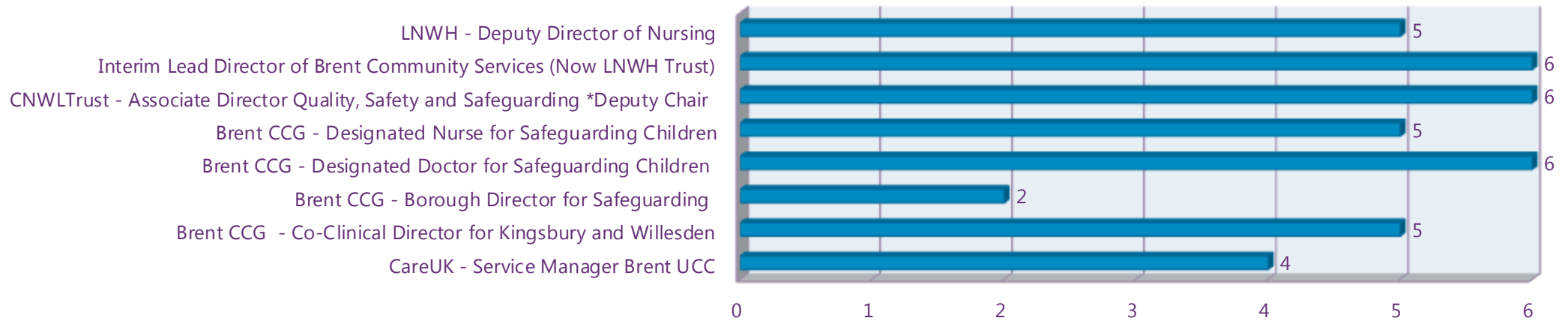
Brent Council member attendance at LSCB meetings Apr 14 - Mar 15



Brent LSCB Officer/Lay member attendance at LSCB meetings Apr 14 - Mar 15

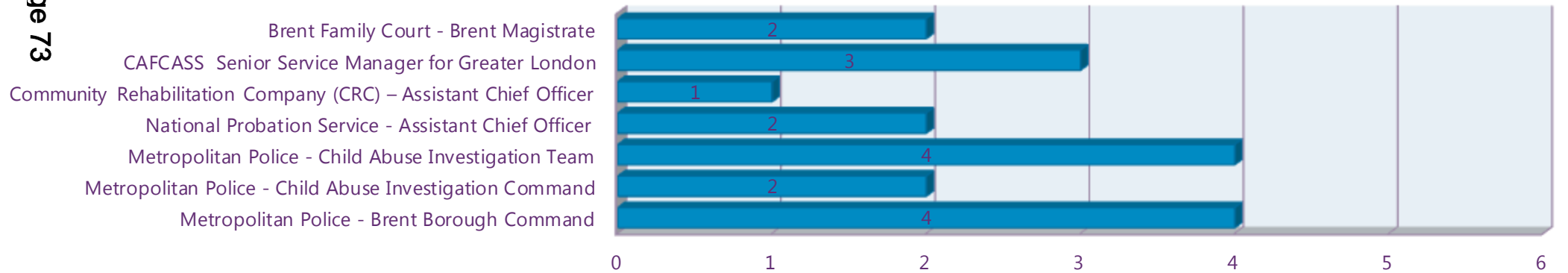


Health attendance at Brent LSCB meetings Apr 14 - Mar 15

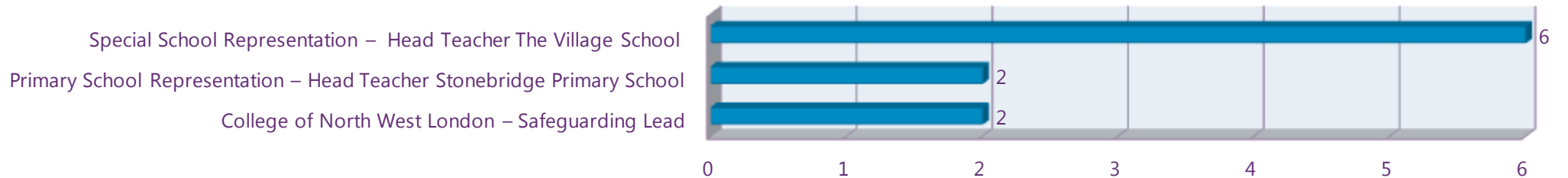


Police, Probation & Courts attendance at LSCB meetings Apr 14 - Mar 15

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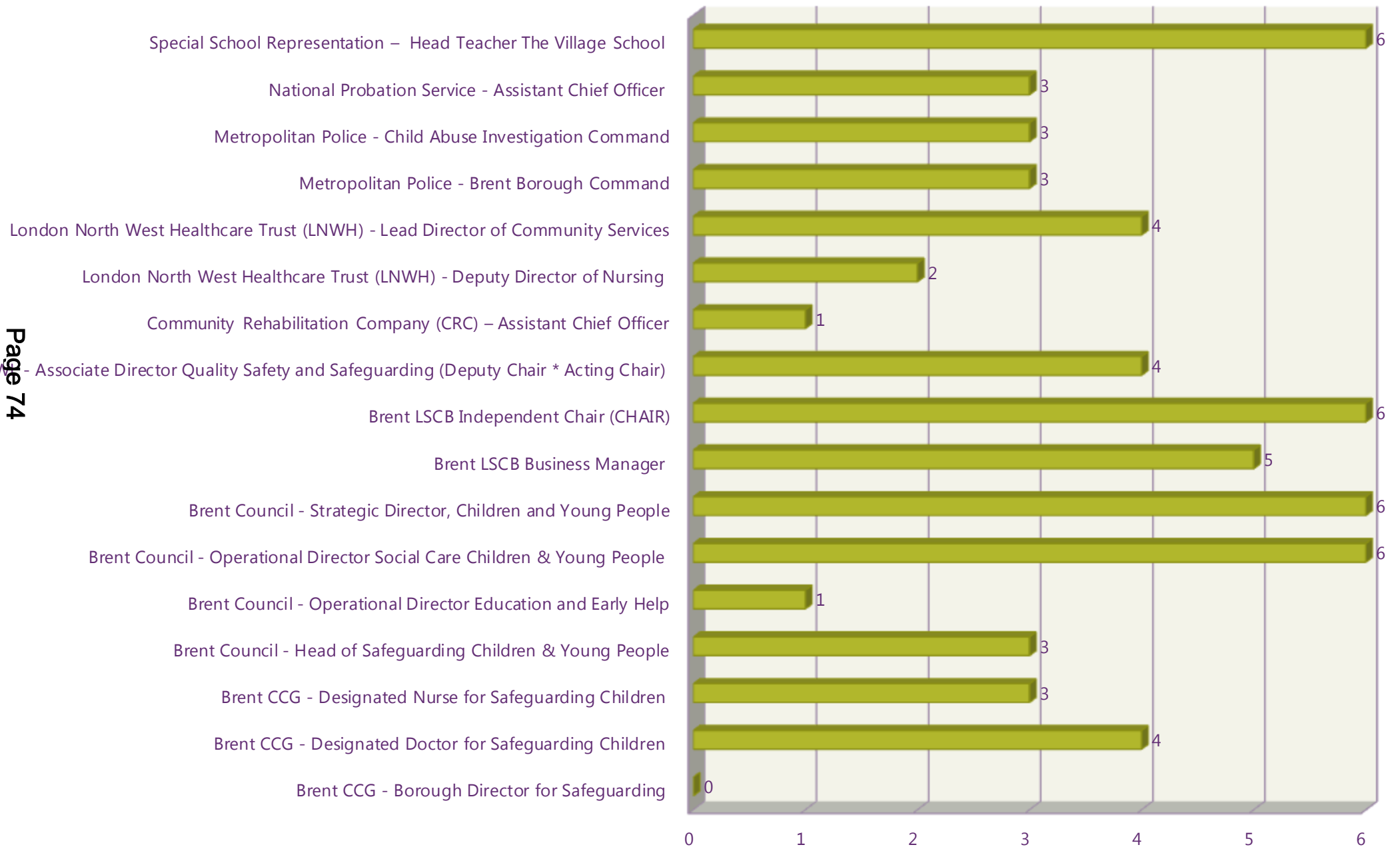


School/Settings attendance at Brent LSCB meetings Apr 14 - Mar 15



Executive Group attendance Apr 14 - Mar 15

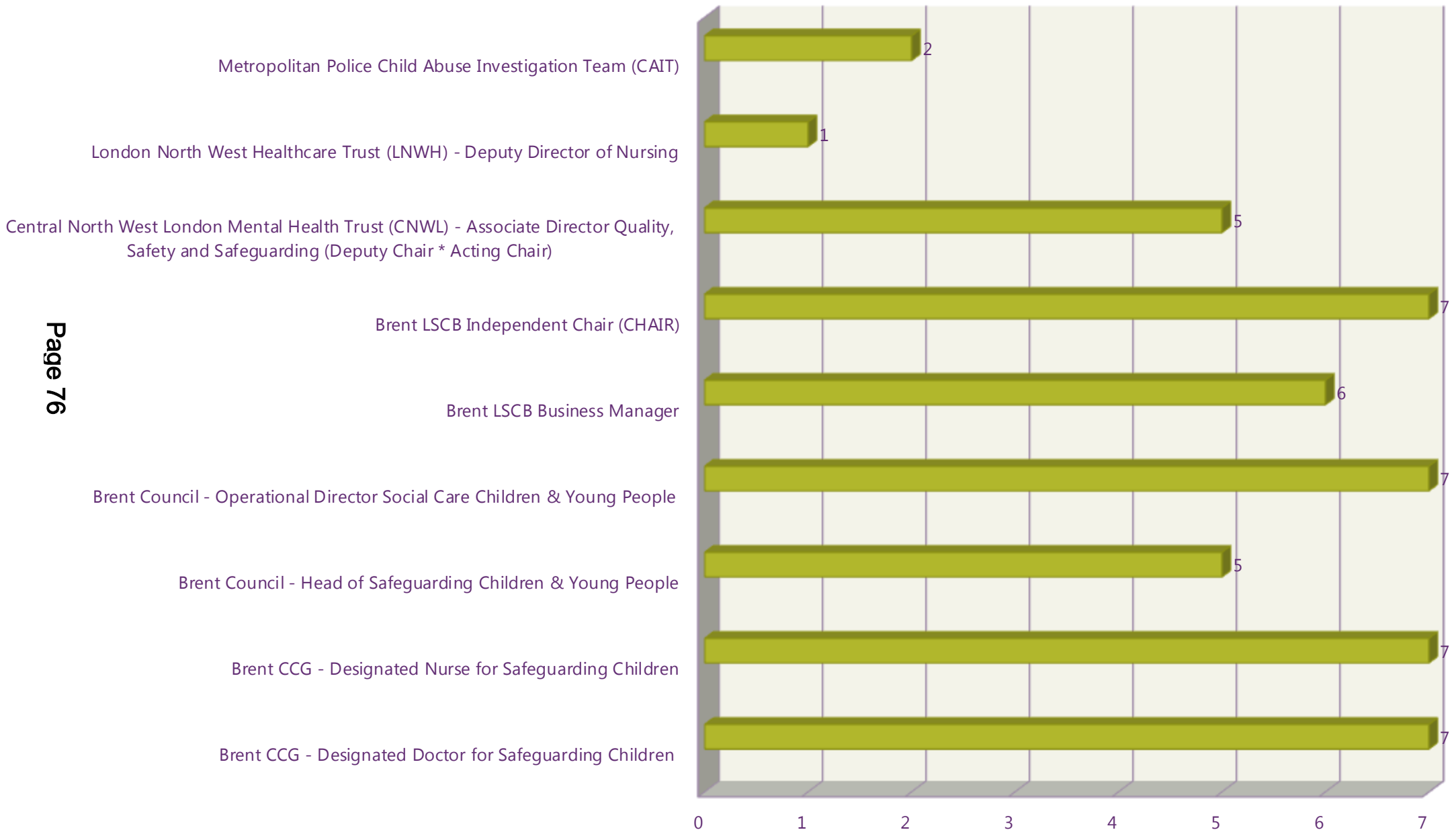
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Developing a Learning Culture Sub Group attendance Apr 14 - Mar 15

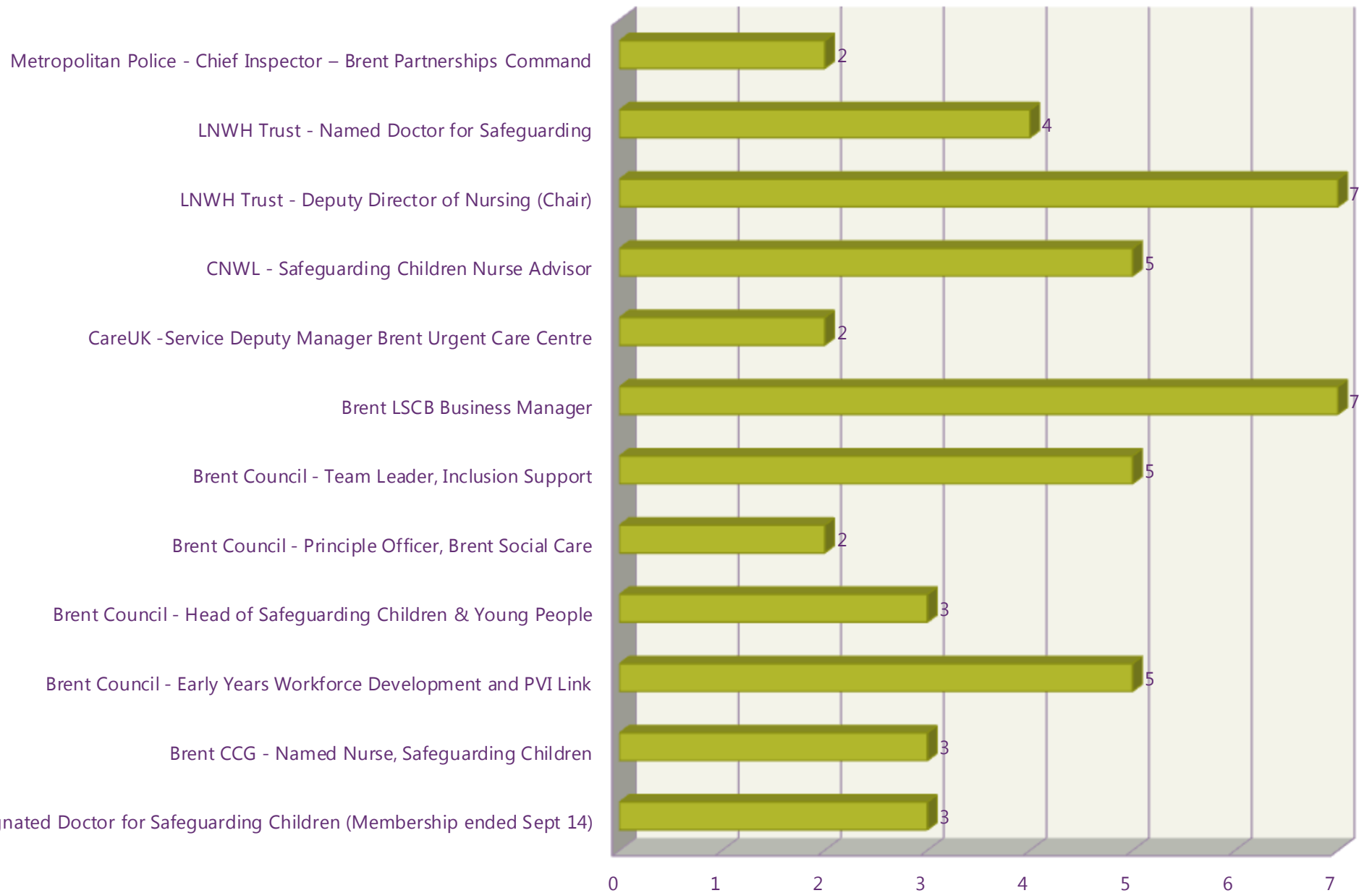


Serious Case Review Sub Group attendance Apr 14 - Mar 15

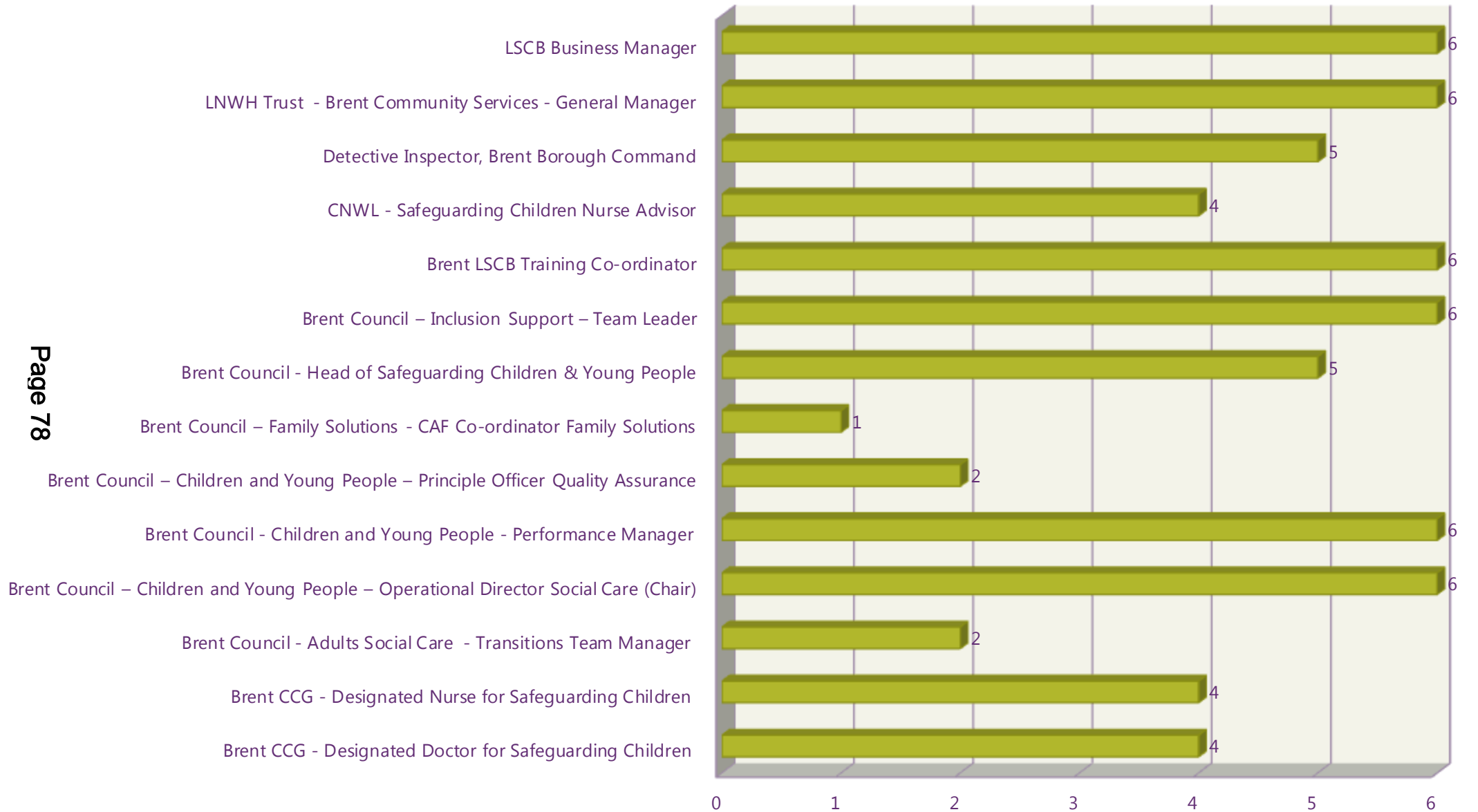


Policies and Procedures Sub Group attendance Apr 14 - Mar 15

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Quality, Audit and Outcomes Sub Group attendance Apr 14 - Mar 15



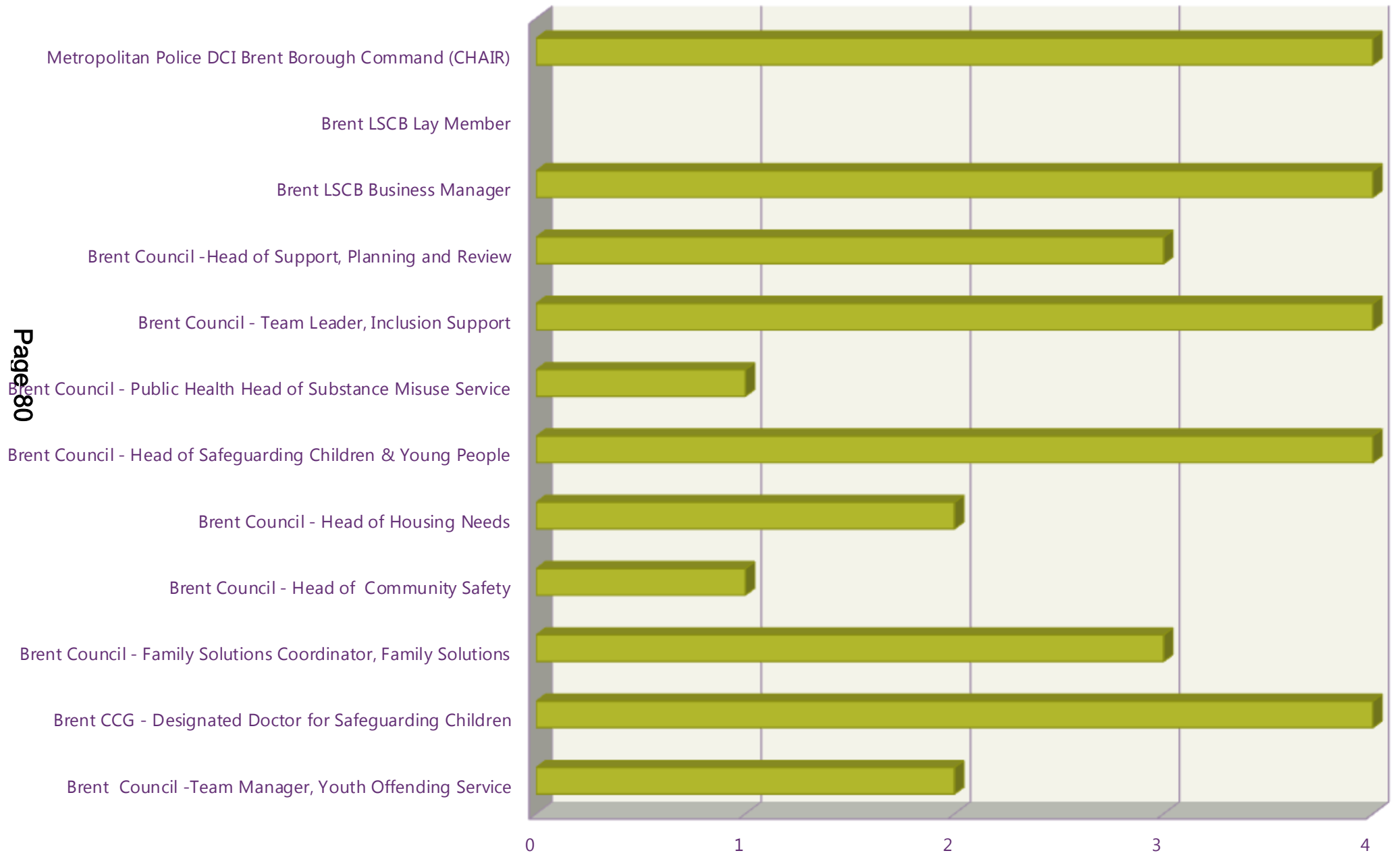
Child Sexual Exploitation Sub Group attendance Oct 2014 - Mar 2015



Note: This sub group began in October 2014 and the membership of this group changed/increased in Feb 2015

Vulnerable Groups Sub Group attendance Apr 14 - Dec 2014

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Scrutiny Committee 5 November 2015

Report from the Chief Operating Officer

For Information

Scrutiny Task Group on Closed Circuit Television (CCTV)

1.0 Summary

- 1.1 This task group has been requested by the Scrutiny Members in response to Brent resident's requests for increased levels of CCTV in the borough.
- 1.2 The purpose of the task group is to analyse and understand the effectiveness of CCTV in Brent and its impact on reducing anti social behaviour crime, and, to review policies and processes in comparison to others and best practice.
- 1.3 The review was concerned with the perception and attitudes of resident's, and, the deterrence of crime for Brent communities. The review also focused on apprehending offenders, costs and alternative funding and the levels of reassurance given to residents.
- 1.4 The review is aligned with borough priorities, such as 'Working in partnership with citizens and building stronger residents and council relationships'. And 'Continuing to reduce crime and making people feel safer'.

2.0 Recommendations

- 2.1 Members of the Scrutiny Committee consider the contents of the CCTV task group's report.
- 2.2 Members of the Scrutiny Committee approve the 22 recommendations made by the task group and support the development of an action plan across the council and partner organisations to take these forward.
- 2.3 The Scrutiny Committee agree to receive a progress report against the recommendations in six months time.

3.0 Detail

- 3.1 The task group reviewed the local arrangements of the council and its partner's, national research and guidelines, and, heard the views and opinions from local residents and businesses. The task group consulted with experts in this field and other London boroughs which were identified as leaders in CCTV. The task group reviewed a number of concerns in the use of CCTV; which formed the focus and key areas of the review, these included:

Public perceptions of CCTV

- Why do so many residents groups campaign for CCTV?
- What impact do residents think CCTV on their street will have?
- Does CCTV make people feel safer?

The effectiveness of CCTV

- Is CCTV an effective deterrent, what actual impact does it have?
- How many offenders are caught and prosecuted through CCTV footage?
- How can CCTV be benchmarked?
- What is the best cost/benefit analysis of CCTV available (e.g. cost of installing, monitoring, maintaining and upgrading versus cost of crimes)?

The current systems in Brent

- What are the current Council processes in place for installing (and removing) cameras and monitoring their footage, how can this be improved?
- Does the Council have the right policies in place to work with partner organisations such as the police?
- Which other local authorities have excellent practice and how do we compare?

Working innovatively, involving the community and securing alternative funding sources

- Are the community integrated into our CCTV policies and systems as much as they should be and how could this be improved?
- How can the Council support community initiatives around “Citizens CCTV” and what is the current legislation in place concerning such schemes?

3.2 The task group has made twenty two individual recommendations, spread across the four key questions outlined in its Terms of Reference. Each of these recommendations fall into one of five overarching themes which the task group believes should form the basis of Brent Council’s future CCTV strategy.

1. Best practice

The Council should actively seek examples of excellent practice in other local authorities and integrate these into its own long term strategy, whilst always ensuring that systems in Brent are designed to respond to the borough’s unique needs. All performance levels should be carefully benchmarked and measured.

2. Education and awareness

Public education about the role and impact of CCTV should become a Council priority. The Council should look for every opportunity to increase public awareness about the laws surrounding CCTV, its strengths and drawbacks. This should also allow the wider community to participate on an informed basis in decisions about CCTV.

3. Income generation

Brent Council should work to generate additional revenue from its existing CCTV infrastructure, for example through monetising ducts and 4G access points. Additional funds raised should be ring fenced to further improve the service.

4. Targeted transparency

Overall the Council should be seeking to create a more targeted CCTV system with an increased focus on deployable cameras. All decisions about deployment should be made in a fully transparent way with the full involvement of residents.

5. Supportive environment

In order to ensure that officers who work in the Council's CCTV control room remain motivated their role in saving the authority money and keeping the community safe should be more widely recognised and integrated into the other work the Council does.

3.3 CCTV Task Group Recommendations

Public Perception of CCTV

1. Brent Council should develop a concise summary of its CCTV policy to contain information on: the effectiveness of, and alternatives to CCTV; the constraints imposed by national legislation on CCTV; the cost of CCTV relative to the public purse. Most importantly, this document should set out clearly the criteria by which areas would become eligible for a deployable camera. This summary can be distributed to any resident or group who seeks a new camera – as well as all elected members – to increase public awareness of Brent's policy towards CCTV. The language in the summary should be tested with local groups to ensure it can be understood by the target audience. A draft should also be presented to Scrutiny Committee for review.
2. Brent Council should give a public commitment that it will continue to maintain a public network of CCTV cameras in the borough to aid the goals of public reassurance and confidence and to demonstrate that the Council understands the public's concerns and is listening to them.
3. Brent Council's policy towards CCTV should always take account of the priorities of the borough's residents, for example on fly-tipping. These views should be gathered and confirmed by means of a survey or other public study.
4. Brent Council should never use dummy cameras as part of its CCTV strategy.
5. Brent Council should involve local community groups in "designing out" crime in their area, and provide them with a quick and easy way to report physical problems which may interfere with the effectiveness of local CCTV cameras.

Effectiveness of CCTV

6. Brent Council should develop new and measurable benchmarking criteria to monitor the internal performance of its CCTV team on a quarterly basis, to identify trends, improvements and regressions. These should be focussed on what the team exists to achieve. In terms of criminal acts, Operator Initiated Arrests (to be known as OIAs) should be measured to understand if the monitoring of our network is helping the police to apprehend offenders. In terms of fly-tipping, which as has been noted is extremely important to Brent residents, a system to measure the number of environmental issues resolved with the aid of CCTV should be developed. The percentage downtime of cameras should also be recorded to ensure that Brent's contractors are providing a strong and standard service and that the areas identified as needing cover receive what they were promised. The Cabinet Member responsible for community safety should report these findings to Cabinet on an annual basis and the figures should also be made available to the Scrutiny Committee.

7. Brent Council should prioritise public education about CCTV and in particular it's actual effectiveness and the effectiveness of alternatives.
8. Brent Council should work with other local authorities to establish a CCTV benchmarking network. Potential early partners would be the CCTV User Group or neighbouring boroughs.
9. Brent Council should work to actively publicise successes which derive from the CCTV network.

The Current Systems in Brent

10. Brent Council should develop a comprehensive list of all community and residents groups in the borough and the areas in which they operate – elected members would ideally be placed to help create this. When there is a change in camera coverage, possibly as a result of the regular mobile redeployments, the specific local group in the area affected should then also be informed on the same basis as elected members. The goal of this is to increase education and improve community relations by proactively informing residents about the Council's community safety work. Likewise, all Neighbourhood Watch schemes should be notified of changes in camera coverage.
11. Brent Council should join up and improve communications between the CCTV control room and the departments which use their footage.
12. Brent Council should maintain the excellent local knowledge of its CCTV operators, if necessary through site visits to hotspots.
13. Brent Council should continue with its new emphasis on deployable units, but ensure all changes, and the reasons for these, are communicated clearly and effectively to all stakeholders.
14. Brent Council should seek to improve members' reports, with a particular focus on getting wards right and more information about the evidence base used when a decision about deployment is made.
15. Brent Council should use changes in CCTV as part of a wider communication strategy about combatting crime and anti-social behaviour.

Working Innovatively, Involving the Community and Securing Alternative Funding Sources

16. Brent Council should draft new planning guidelines in line with other stated Council objectives, which make clear that where necessary to make the development acceptable in planning terms, developers should provide funds through S106 for the Council to install CCTV to mitigate the impact of their development. To ensure revenue costs are not unduly encumbered by this process, the contribution should include a commuted sum for the repair and upkeep required over the lifetime of the camera. Further consideration should be given to the provision of other non-essential CCTV cameras via CIL, to investigate the likely costs and implications of doing so. The CCTV function should be part of all future planning considerations, to ensure new developments do not impinge upon the current network.

17. Brent Council should require the Community Safety Team to prepare a report on how the Council's CCTV strategy might be used for income generation, to be presented to the Scrutiny Committee in early 2016.
18. Brent Council should commit that all money raised through the income maximisation strategy should be retained by the CCTV department to be reinvested to improve the CCTV service.
19. Brent Council should conduct a wide-ranging review of alternative funding sources which can be tapped into to provide CCTV, beginning with MOPAC.
20. Brent Council should develop a clear "can do" attitude about any innovative "Citizens CCTV" schemes and seek to increase the range of CCTV provision in the borough by such means.
21. Brent Council should develop a briefing document for citizens and resident's groups offering clear signposts on further reading they must do, and places they must go for advice if they wish to develop a local, private CCTV network.
22. Brent Council should evaluate the possibilities of sharing its CCTV services with other boroughs to save costs. Any savings should be re-invested to improve the service.

4.0 Financial Implications

- 4.1 None of the recommendations in this report require significant upfront investment from Brent Council. Some recommendations require officer time to conduct further investigations into income generation, but the task group are positive that this will have an overall net financial benefit to the council

5.0 Legal Implications

5.1 Citizen's CCTV

The council can not provide legal advice on "Citizen's CCTV". Schemes are residents' schemes and are not council schemes, residents who provide these schemes must ensure that they comply with the law, especially the Data Protection Act 1998, and guidance issued by the Information Commissioner's Office and the Surveillance Camera Commissioner's code of practice. The running of any such scheme and ensuring its compliance with the law is not the council's responsibility.

6.0 Diversity Implications

- 6.1 None

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 The following Brent services and partners would be affected by the recommendations made:
 - Brent Community Safety & Public Protection
 - Brent CCTV Team
 - Brent Legal Service
 - Brent Waste Enforcement Services/Public Realm
 - Brent Planning Services

Background Papers

CCTV task group Scope and Terms of Reference (September 2015)

Contact Officers

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Chief Operating Officer's Department

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Kisi Smith-Charlemagne

Scrutiny Officer

Chief Operating Officer's Department

Kisi.Smith-Charlemagne@brent.gov.uk



SCRUTINY

CLOSED CIRCUIT TELEVISION (CCTV) TASK GROUP

NOVEMBER 2015

Cllr Matt Kelcher (Chair)
Cllr Janice Long
Cllr Lloyd McLeish
Mr Mike Wilson
Ms Sandra Terrelonge

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1. THE CHAIR'S FOREWORD

If I've learned one thing in my first eighteen months as a councillor for Kensal Green (and believe me I've actually learned hundreds) it's that CCTV is an emotive topic.

There are not many, or probably any, topics I receive more representations about than community safety. This can vary between the kind of low level anti-social behaviour (ASB) which brings a sense of insecurity and unease into our communities; to the infuriatingly selfish behaviour of fly-tippers; to the most serious crimes of all, like the two tragic murders my ward has witnessed in 2015.



When these discussions begin, it's not long before the first mention of CCTV and the following questions find a voice:

- *Would CCTV have deterred the perpetrator?*
- *Would CCTV have caught the perpetrator?*
- *Or were there cameras there which made no difference?*

It is because I know that CCTV is so important to my constituents that I did not think twice when the Chair of the Scrutiny Committee, my friend and colleague Cllr Dan Filson, asked me to lead this review.

This is also the reason I was determined that the voices of local people – for whom the service exists in the first place – should be at the forefront of the investigation.

I ensured that our Task Group was not dominated solely by politicians by inviting a community activist from the south of the borough (Mike Wilson from Harlesden), and a community activist from the north of the borough (Sandria Terrelonge from Alperton) to join the team.

Their insight has been invaluable and they have contributed fully alongside my fellow Councillors – Janice Long and Lloyd McLeish – on the task group.

I also ensured all our meetings were held in public with local people invited to attend. At our first public meeting we held a lengthy discussion with representatives from various community groups about the public perception of CCTV.

We have learned a lot along the way and explored some surprising areas. Personally I did not fully appreciate the complexity of the law determining where and when a CCTV camera can be installed, before this investigation.

Likewise I had not anticipated the way in which a local authority's CCTV infrastructure can be used to raise additional revenue for local services.

Which of course brings us to the subject of money. We were aware from day one that due to the incredibly straightened times which local authorities find themselves in; none of our recommendations could require Brent Council to find more money it does not have. But where we have found new ways that the CCTV service can raise additional income, it is my firm belief that the service should be allowed to keep all of this income.

This report could never have been produced without the support of a whole network of people. I have already mentioned the four people who joined me on the task group and the other residents groups who took part in our meetings. I would like to thank them all for being so generous with their time and ideas.

I also would like to acknowledge the wide variety of expert witnesses from a variety of groups around Brent and beyond who gave us so many new ideas. Last, but certainly not least, my deep thanks goes to the many council officers who gave up their evenings to share their views, or welcomed us into their CCTV control room, and even went on trips to view best practice elsewhere.

In particular I'd like to thank Kisi Smith-Charlemagne and Chris Williams who were at all of our meetings and were quick to respond to any requests I made of them.

As I hope will become clear as you read this report; the officers who work in our CCTV service are extremely dedicated and knowledgeable. We are lucky to have them.

**Cllr Matt Kelcher, Kensal Green Ward
October 2015**

2. TASK GROUP MEMBERSHIP



Cllr Matt Kelcher (Chair) was born in Belfast and raised in North Derbyshire, but has called Brent home for the last five years. He was honoured to be elected to represent his home ward of Kensal Green in 2014 and served as Assistant Cabinet Member for Employment and Skills for a year before being elected onto Brent's Scrutiny Committee. He graduated with a first in Politics from the University of Nottingham and recently completed an MA in Political Communication at City University London. In his day job Matt heads up the public affairs, policy and research work of an organisation representing Britain's charity shops. He has significant experience of policy making having previously served as a researcher and advisor on small business policy in Parliament and a policy officer in local government.



Cllr Janice Long represents Dudden Hill ward. Previously she has represented Harlesden and Mapesbury wards. She is Vice Chair of the Alcohol & Licensing committee and chairs Sub-committee C of A&L. Janice is a Governor at Newfield Primary. She was also a Board member of Brent Housing Partnership from 2002 before she stood down this year. As a councillor Janice has focused on housing, environment and transport issues. A life long resident of Willesden, south of Brent Janice knows the borough well and has used her experience as a councillor on this task group.



Cllr Lloyd McLeish has represented Harlesden ward in the London Borough of Brent since 2014. He was born, raised and educated in Brent where he has lived all his life and holds an Economics degree from the University of Greenwich. Since being elected to Brent Council Lloyd has sat on the Audit committee and Alcohol and Entertainment Licensing committee. He is a member of the Fabian society and has been a former member of the Unite trade union London Eastern regional political committee.



Mr Mike Wilson is a Brent resident, treasurer of the Harlesden Town Team, and Leader of its Public Realm Team. Mike is actively involved in an innovative 'Citizens CCTV' initiative locally, specifically targeted at combating fly tipping. Protecting rights of privacy whilst also recognising the contribution that CCTV can make in the fight against crime and antisocial behaviour of all sorts drives Mike's interest in the subject. Mike holds an M.A. from Oxford, and spent his business life as an entrepreneur in the music industry. In 'retirement' he looks after his young daughter, and continues to enjoy lifelong hobbies, which include rowing; golf; olive growing and music: performing jazz around London.



Ms Sandria Terrelonge is a Payroll and Accounts Supervisor for a market research company based in London, schooled in the North of England and has lived in Alperton Brent since the late 90s. Sandria keeps herself busy with her various activities and runs a badminton and netball club and plays at league level in both sports. In addition Sandria is keen to volunteer whenever she can and is currently one of the coordinators of the 'Heather Park Neighbourhood Watch'. Sandria also took part in the opening ceremony of the London 2012 Olympic Opening Ceremonies as a volunteer.

3. EXECUTIVE SUMMARY

The task group has made over twenty individual recommendations, spread across the four key questions outlined in its Terms of Reference.

Each of these recommendations fall into one of five overarching themes which the task group believes should form the basis of Brent Council's future CCTV strategy.

1. Best practice

The Council should actively seek examples of excellent practice in other local authorities and integrate these into its own long term strategy, whilst always ensuring that systems in Brent are designed to respond to the borough's unique needs. All performance levels should be carefully benchmarked and measured.

2. Education and awareness

Public education about the role and impact of CCTV should become a council priority. The council should look for every opportunity to increase public awareness about the laws surrounding CCTV, its strengths and drawbacks. This should also allow the wider community to participate on an informed basis in decisions about CCTV.

3. Income generation

Brent Council should work to generate additional revenue from its existing CCTV infrastructure, for example through monetising ducts and 4G access points. Additional funds raised should be ring fenced to further improve the service.

4. Targeted transparency

Overall the council should be seeking to create a more targeted CCTV system with an increased focus on deployable cameras. All decisions about deployment should be made in a fully transparent way with the full involvement of residents.

5. Supportive environment

In order to ensure that officers who work in the Council's CCTV control room remain motivated their role in saving the authority money and keeping the community safe should be more widely recognised and integrated into the other work the council does.

4. RECOMMENDATIONS

Public Perception of CCTV

1. Brent Council should develop a concise summary of its CCTV policy to contain information on: the effectiveness of, and alternatives to CCTV; the constraints imposed by national legislation on CCTV; the cost of CCTV relative to the public purse. Most importantly, this document should set out clearly the criteria by which areas would become eligible for a deployable camera. This summary can be distributed to any resident or group who seeks a new camera – as well as all elected members – to increase public awareness of Brent’s policy towards CCTV. The language in the summary should be tested with local groups to ensure it can be understood by the target audience. A draft should also be presented to Scrutiny Committee for review.
2. Brent Council should give a public commitment that it will continue to maintain a public network of CCTV cameras in the borough to aid the goals of public reassurance and confidence and to demonstrate that the council understands the public’s concerns and is listening to them.
3. Brent Council’s policy towards CCTV should always take account of the priorities of the borough’s residents, for example on fly-tipping. These views should be gathered and confirmed by means of a survey or other public study.
4. Brent Council should never use dummy cameras as part of its CCTV strategy.
5. Brent Council should involve local community groups in “designing out” crime in their area, and provide them with a quick and easy way to report physical problems which may interfere with the effectiveness of local CCTV cameras.

Effectiveness of CCTV

6. Brent Council should develop new and measurable benchmarking criteria to monitor the internal performance of its CCTV team on a quarterly basis, to identify trends, improvements and regressions. These should be focussed on what the team exists to achieve. In terms of criminal acts, Operator Initiated Arrests (to be known as OIAs) should be measured to understand if the monitoring of our network is helping the police to apprehend offenders. In terms of fly-tipping, which as has been noted is extremely important to Brent residents, a system to measure the number of environmental issues resolved with the aid of CCTV should be developed. The percentage downtime of cameras should also be recorded to ensure that Brent’s contractors are providing a strong and standard service and that the areas identified as needing cover receive what they were promised. The Cabinet Member responsible for community safety should report these findings to Cabinet on an annual basis and the figures should also be made available to the Scrutiny Committee.
7. Brent Council should prioritise public education about CCTV and in particular it’s actual effectiveness and the effectiveness of alternatives.
8. Brent Council should work with other local authorities to establish a CCTV benchmarking network. Potential early partners would be the CCTV User Group or neighbouring boroughs.
9. Brent Council should work to actively publicise successes which derive from the CCTV network.

The Current Systems in Brent

10. Brent Council should develop a comprehensive list of all community and residents groups in the borough and the areas in which they operate – elected members would ideally be placed to help create this. When there is a change in camera coverage, possibly as a result of the regular mobile redeployments, the specific local group in the area affected should then also be informed on the same basis as elected members. The goal of this is to increase education and improve community relations by proactively informing residents about the council's community safety work. Likewise, all Neighbourhood Watch schemes should be notified of changes in camera coverage.
11. Brent Council should join up and improve communications between the CCTV control room and the departments which use their footage.
12. Brent Council should maintain the excellent local knowledge of its CCTV operators, if necessary through site visits to hotspots.
13. Brent Council should continue with its new emphasis on deployable units, but ensure all changes, and the reasons for these, are communicated clearly and effectively to all stakeholders.
14. Brent Council should seek to improve members' reports, with a particular focus on getting wards right and more information about the evidence base used when a decision about deployment is made.
15. Brent Council should use changes in CCTV as part of a wider communication strategy about combatting crime and anti-social behaviour.

Working Innovatively, Involving the Community and Securing Alternative Funding Sources

16. Brent Council should draft new planning guidelines in line with other stated council objectives, which make clear that where necessary to make the development acceptable in planning terms, developers should provide funds through S106 for the council to install CCTV to mitigate the impact of their development. To ensure revenue costs are not unduly encumbered by this process, the contribution should include a commuted sum for the repair and upkeep required over the lifetime of the camera. Further consideration should be given to the provision of other non-essential CCTV cameras via CIL, to investigate the likely costs and implications of doing so. The CCTV function should be part of all future planning considerations, to ensure new developments do not impinge upon the current network
17. Brent Council should require the Community Safety Team to prepare a report on how the council's CCTV strategy might be used for income generation, to be presented to the Scrutiny Committee in early 2016.
18. Brent Council should commit that all money raised through the income maximisation strategy should be retained by the CCTV department to be reinvested to improve the CCTV service.
19. Brent Council should conduct a wide-ranging review of alternative funding sources which can be tapped into to provide CCTV, beginning with MOPAC.

20. Brent Council should develop a clear “can do” attitude about any innovative “Citizens CCTV” schemes and seek to increase the range of CCTV provision in the borough by such means.
21. Brent Council should develop a briefing document for citizens and resident’s groups offering clear signposts on further reading they must do, and places they must go for advice if they wish to develop a local, private CCTV network.
22. Brent Council should evaluate the possibilities of sharing its CCTV services with other boroughs to save costs. Any savings should be re-invested to improve the service.

5. INTRODUCTION – SCOPE OF THE TASK GROUP

History

Across the developed countries of the world today surveillance is part of everyday life and this has led to the acknowledgement that the UK is part of a surveillance society. The UK has experienced a massive growth in Closed Circuit Television (CCTV) since the 1980s and this was initially based on the assumption that CCTV was a solution for crime and disorder.

CCTV also became very useful in monitoring traffic. Britain first started using it for this purpose and thousands of cameras were placed all over the city to monitor traffic and to see if there were accidents. Since that time, they have been placed in vehicles such as taxis, buses and trains. They have also been placed in private areas such as car parks to attempt to decrease instances of vandalism.

Today CCTV is also common in the home. Many homes with security systems have this installed as an added security feature to prevent break-ins or unwelcome intruders. It is also used in many public areas including schools and airports to record any suspicious activity.

Councillors report that frequently, Brent residents will request CCTV cameras to be installed in their communities to tackle a perceived problem. It is for this reason that scrutiny members felt that it was the right time to conduct a review into the effectiveness of CCTV in Brent. The review focused on the prevention of anti-social behaviour, apprehending offenders, costs and alternative funding and the levels of reassurance given to residents.

The use of closed circuit television cameras for the purposes of tackling crime has greatly increased over the last decade. There is no official figure for how many cameras are in use, although a figure of 4.2 million, based on academic research, is often cited. Although the rationale for CCTV use is that it “prevents crime”, a number of studies have questioned the assumptions underlying this claim and drawn attention to a complex range of factors that should be taken into account when assessing CCTV’s effectiveness.

A 2007 report by the Campbell Collaboration claimed that CCTV has a “modest but significant desirable effect on crime” but that its use should be “more narrowly targeted” than at present.

Questions

The review considered the following questions in four key areas.

Public perceptions of CCTV

- Why do so many residents groups campaign for CCTV?
- What impact do residents think CCTV on their street will have?
- Does CCTV make people feel safer?

The effectiveness of CCTV

- Is CCTV an effective deterrent, what actual impact does it have?
- How many offenders are caught and prosecuted through CCTV footage?
- How can CCTV be benchmarked?
- What is the best cost/benefit analysis of CCTV available (e.g. cost of installing, monitoring, maintaining and upgrading versus cost of crimes)?

The current systems in Brent

- What are the current council processes in place for installing (and removing) cameras and monitoring their footage, how can this be improved?
- Does the council have the right policies in place to work with partner organisations such as the police?
- Which other local authorities have excellent practice and how do we compare?

Working innovatively, involving the community and securing alternative funding sources

- Are the community integrated into our CCTV policies and systems as much as they should be and how could this be improved?
- How can the council support community initiatives around “Citizens CCTV” and what is the current legislation in place concerning such schemes?

Aims

The aims of the review set out at the start of the investigation were as follows:

- A more focused use of current CCTV resources
- Better understanding of the CCTV needs for Brent
- More deterrent evidence linked to CCTV operations
- Stronger partnership working, with partners such as the Police, residents, social landlords and Wembley Park
- Enable residents to feel safer in Brent communities

6. METHODOLOGY

As part of this review the task group invited relevant partners to contribute through discussion groups, meetings and visits. Primarily, the task group started by collecting information about the national, regional and local picture on the use of CCTV. This included meetings with the Head of Service for Community Safety and the Lead Cabinet Member. The task group consulted with the UK's leading Consultant on CCTV and the Surveillance Camera Commissioner.

The task group decided to hold four themed discussion groups which reflected the key areas of the review. Local residents' groups were invited to attend along with officers and partners. As part of these discussion groups several members of the UK CCTV user group attended and added their expert knowledge which enriched the quality of the discussions held. Given the focus on identifying good practice elsewhere, the group visited the LB Hammersmith and Fulham and LB Enfield to view their Award winning and state of the art control rooms.

Partners: Group 1

- Relevant Council Departments
- Brent partners
- Local Residents Groups
- Local Business Groups

Partners: Group 2

- The Surveillance Camera Commissioner
- Specialist consultants
- National Local Authority CCTV User Group
- Best Practice Local Authorities

*A full list of participants of the task group's work can be found in section 10 of this report

7. POLICY CONTEXT

The Information Commissioner's Office (ICO) issued its first code of practice under the Data Protection Act 1998 (DPA) covering the use of CCTV in 2000. The code was developed to explain the legal requirements operators of surveillance cameras were required to meet under the Act and promote best practice. The code also addressed the inconsistent standards adopted across different sectors at that time and the growing public concern caused by the increasing use of CCTV and other types of surveillance cameras.

The unwarranted use of CCTV and other forms of surveillance cameras has led to a strengthening of the regulatory landscape through the passing of the Protection of Freedoms Act 2012 (POFA). The POFA has seen the introduction of a new surveillance camera code, which focuses on the 12 guiding principles of surveillance issued by the Secretary of State since June 2013 and the appointment of a Surveillance Camera Commissioner to promote the code and review its operation and impact. The ICO has contributed to this tougher regulatory landscape by taking enforcement action to restrict the unwarranted and excessive use of increasingly powerful and affordable surveillance technologies.

Surveillance Commissioner

The Surveillance Camera Commissioner, (the Commissioner), is a statutory appointment made by the Home Secretary under Section 34 of the 2012 Act. The Commissioner's statutory functions are:

- Encouraging compliance with this code;
- Reviewing the operation of this code; and
- Providing advice about this code (including changes to it or breaches of it).

7.1. Brent

In Brent, we use CCTV to assist with efforts to combat crime and disorder, enforce bus lane offences, moving traffic contraventions and manage events around Wembley Stadium. We keep an eye on dangerous situations, locate suspects of crime and provide valuable support to the police, emergency services and other organisations because our CCTV recordings may be used as evidence for court cases.

Brent currently has 183 cameras in key locations throughout Brent with the majority in the following locations:

- 19 Neasden
- 21 Harlesden
- 43 Kilburn
- 69 Wembley

Brent cameras operate 24 hours a day; since April 2014 the control room is staffed Sunday-Thursday 0800-0400 and Fri/Sat 1000-0600. There is an agreement with Transport for London to allow Brent access to their cameras during emergencies. Brent is not responsible for private CCTV cameras.

Brent's CCTV team will:

- Report incidents to the emergency services
- Provide evidence for criminal or civil proceedings
- Help detect crime by working in partnership with the police and other law enforcement agencies
- Keep traffic moving in lanes through effective monitoring
- Work with the police to disrupt potential incidents

In early 2015 a Brent CCTV operative received a Certificate of Appreciation at the first Metropolitan Police CCTV Awards ceremony. He was nominated for his excellent work in spotting two crimes on CCTV at the end of last year.

7.2. London and National

The origins of CCTV provision for public space in this country lie in the early 1980s. Since then the use of CCTV systems has expanded gradually but significantly. The earliest systems were funded in a small number of cases by the police or local businesses, but in the majority of cases by local authorities through what were then known as City Challenge or Safer Cities Initiatives. Subsequent Government funding took the form of the CCTV Challenge Competition between 1994 and 1999, under which £38.5 million was made available for some 585 schemes nationwide.

In turn, between 1999 and 2003, major investment was made in public space CCTV through the Home Office-funded Crime Reduction Programme (CRP). A total of £170 million of capital funding was made available to local authorities following a bidding process. As a result of this funding, more than 680 CCTV schemes were installed in town centres and other public spaces. The end of the Crime Reduction Programme signalled the end of a dedicated central funding regime for public space CCTV. However, local areas continued to have access to Home Office grant monies in the form of general funding for crime reduction.

Most public space CCTV is now owned, monitored and managed by local authorities, many of whom have procured different systems at different times and with a range of different specifications, leading to a mix of schemes across the country. Although the Government has invested heavily in public space CCTV schemes, so too have local authorities and local partnerships. Local authorities also continue to carry much of the burden for the ongoing costs of running and maintaining their schemes.

8. KEY FINDINGS

8.1 Public Perception of CCTV

From the start of this investigation we were keen to understand how CCTV is perceived by ordinary members of the public, so that our recommendations could be developed with their views always in mind.

It quickly became clear that there is widespread public support for the use of CCTV in public places. For example, a recent poll commissioned by the CCTV User Group demonstrated that:

- 90% of people in the UK support the use of public area CCTV by Local Authorities and Public Bodies
- 82% believe CCTV saves money by reducing Police and Court time
- 63% believe that Crime and Disorder would increase if CCTV was removed in their area (appendix 1)

Furthermore, a 2013 survey by YouGov and Avigilon (a surveillance solutions company), found that 38% of people feel safe in areas where they know CCTV is being used because it acts as a deterrent, and a further 41% attribute the feeling of safety to the fact security forces can use the footage if anything were to happen.

Our qualitative research in the local area revealed that the views of Brent residents about CCTV marry up the national picture.

The first public meeting of our task group focused on local public perceptions, with representatives of various community groups given time to speak about their views on the use of CCTV in Brent.

All those in attendance strongly supported the council maintaining a CCTV network with people believing it to be an effective deterrent and something which has made a difference in their community. One of the comments on the night was; "I would think twice about going out in the dark if there were no cameras, especially in places where it's dark or there are overgrown bushes and poor lighting." This was very typical of the attitudes of those local residents we met.

In addition, evidence we received from local property developers, indicated that the presence of CCTV in new residential developments is viewed as a key selling point. People in Brent, or moving into our borough, will choose where to purchase or rent homes on the basis of perceived security, of which CCTV is a key feature.

In the opinion of the task group, this sense of reassurance is, a perhaps intangible, but nonetheless positive benefit to Brent of the council maintaining a CCTV network.

We are therefore pleased that the council agreed to protect the CCTV budget in its two year budget passed in 2015. None of our recommendations call for this budget to be further increased, but we do feel that the role of CCTV in saving the council money – and in some areas of potentially generating new revenue – should be more frequently recognised.

The future strategy of the council around CCTV should bear in mind this support, but also seek to build systems which meet the priorities of our residents. We discussed this matter with Professor of Criminology, Martin Gill. He emphasised how every local authority's CCTV strategy should be developed to tackle the local area's unique needs.

We are in no doubt that prime amongst these needs in Brent is the issue of fly-tipping:

- All elected councillors on the task group stated that fly-tipping is one of the complaints they most frequently receive.
- Community representatives on the task group have similar experiences in dealing with local problems.
- More than half of local residents who attended our aforementioned public meetings, stated that fly-tipping was the main problem that they would like CCTV to address.

We therefore hope that all future decisions about CCTV take account of local needs. One example may be that additional deployable cameras for fly-tipping hotspots may be prioritised ahead of fixed cameras for other crimes.

Despite this clear public support, our interviews demonstrated that local residents also understand that CCTV is never a panacea which will solve all problems. At the same time as calling for CCTV, witnesses we heard from also highlighted poor lighting, overgrown trees, and building designs as issues to address. They felt that CCTV would be more effective with these changes in place, as well as the changes making the areas safer in themselves. We believe that the council should make it very quick and easy for residents to report such problems in public spaces.

As part of our work we discussed the issue of dummy cameras and were reassured to learn that the council does not support or operate any dummies. Some may see the idea of dummy cameras as being superficially attractive. They could potentially give the impression of wider coverage across Brent and, therefore, contribute to the goals of public reassurance and deterrence.

However, from the testimony of the many expert witnesses we interviewed, it became clear that once it becomes common knowledge that some cameras within a network are fakes, overall faith in the system decreases. It is, therefore, little wonder that this practice is discouraged in the Surveillance Camera Commissioner's code of practice, not least because there have been instances of legal cases whereby victims of crime have brought lawsuits against authorities they believed were monitoring them through cameras which were in fact fakes.

Finally, our investigation into public perceptions made it clear that residents, and resident groups, who have contacted the council about CCTV have received very different responses. We even heard examples of community groups asking the council for new CCTV coverage in their area, and receiving no reply at all.

We believe this is unacceptable. Not only should Brent residents always receive the best response possible from their council, but an opportunity to educate the public about CCTV is missed. It is our strong preference that clear criteria explaining when an area may be eligible for CCTV is laid out, so that this can be given to anyone making contact with the council. We believe that if people are given the clear facts they will be more satisfied by the council's response, even if a camera cannot be provided.

Key recommendations

- ★ Brent Council should develop a concise summary of its CCTV policy to contain information on: the effectiveness of, and alternatives to, CCTV; the constraints imposed by national legislation on CCTV; the cost of CCTV relative to the public purse. Most importantly, this document should set out clearly the criteria by which areas would become eligible for a deployable camera.

- ★ This summary can be distributed to any resident or group who seeks a new camera – as well as all elected members – to increase public awareness of Brent’s policy towards CCTV.
- ★ The language in the summary should be tested with local groups to ensure it can be understood by the target audience. A draft should also be presented to Scrutiny Committee for review,

Other recommendations

- Brent Council should give a public commitment that it will continue to maintain a public network of CCTV cameras in the borough to aid the goals of public reassurance and confidence and to demonstrate that the Council understands the public’s concerns and is listening to them.
- Brent Council’s policy towards CCTV should always reflect the priorities of the borough’s residents, for example on fly-tipping. These views should be gathered and confirmed by means of a survey or other public study.
- Brent Council should never use dummy cameras as part of its CCTV strategy.
- Brent Council should involve local community groups in “designing out” crime in their area, and provide them with a quick and easy way to report physical problems which may interfere with the effectiveness of local CCTV cameras.

8.2 Effectiveness of CCTV

We are aware that there are clear limitations on the deterrence effect of CCTV. This was witnessed first-hand by members of the task group as we saw drug deals taking place in clear sight of a camera from the CCTV monitoring room at Brent Civic Centre.

This was backed up further by the evidence of witnesses at our meetings, in particular local police officers, and industry research such as, *Assessing the impact of CCTV* (appendix 2).

It would seem that CCTV has very little effect on violent and serious crime, as these are often not pre-meditated, but can have a greater impact on vehicle crimes and theft such as shoplifting and pickpocketing. We also found that CCTV has the greatest deterrent impact in the first few months after installation, but over the long-term criminals will move their activities elsewhere or find ways to get around the new camera.

Benchmarking the performance of Brent’s CCTV systems against those of other local authorities is difficult, as there is no local authority benchmarking system in place. Benchmarking data provided by the police varied widely, and as a task group we have little confidence in it. Testimony from local police officers informed us of how different boroughs measure different indicators and the definition for these indicators can also be interpreted differently.

However, we are more confident that Brent could benchmark the periodic performance of our CCTV to understand if it is improving or worsening over time. This happens already in a limited capacity - for example via data captured using the Geographic Information System (GIS) (appendix 3, 4 & 5) – but we feel this could be improved.

Most notably, we believe Brent can learn from best practicing local authorities such as the neighbouring borough of Hammersmith and Fulham. Hammersmith and Fulham monitor their own internal performance by measuring the average downtime of a camera (the lower the better), and the number of incidents reported by a camera operator which lead to an arrest (the higher the better).

Of course, spotting criminal acts and reporting them is not the only aspect of a camera operator's job, and we recognise their much wider value. However, this does seem to be a performance measure it would be relatively straight forward to introduce. If other benchmarking opportunities present themselves which cover other aspects of the role, we would encourage Brent to start to measure these as well.

We also feel that the Council could improve its reputation amongst residents by better publicising successes brought about through CCTV. This will demonstrate that the Council is taking action on the matters which local people are interested in. For example, we heard about a pedestrianised street in the south of the borough where local people have complained that the camera on the street was not monitored as people were able to drive down it with impunity. This camera actually belongs to a contractor, but nonetheless it was clear that Brent Council were the organisation most blamed for a perceived lack of monitoring.

In actual fact several hundred fines have been levied on drivers committing this offence. In our opinion, greater knowledge of this fact in the local area would increase confidence in the council and improve the deterrence effect of the camera. This principle should equally apply to cameras maintained by partners or contractors, whose positive performance could be promoted by the council's communications team.

Key recommendations

- ★ Brent Council should develop new and measurable benchmarking criteria to monitor the internal performance of its CCTV team on a quarterly basis, to identify trends, improvements and regressions. These should be focussed on what the team exists to achieve. In terms of criminal acts, Operator Initiated Arrests (to be known as OIAs) should be measured to understand if the monitoring of our network is helping the police to apprehend offenders. In terms of fly-tipping, which as has been noted is extremely important to Brent residents, a system to measure the number of environmental issues resolved with the aid of CCTV should be developed.
- ★ The percentage downtime of cameras should also be recorded to ensure that Brent's contractors are providing a strong and standard service and that the areas identified as needing cover receive what they were promised.
- ★ The Cabinet Member responsible for community safety should report these findings to Cabinet on an annual basis and the figures should also be made available to the Scrutiny Committee.

Recommendations

- Brent Council should prioritise public education about CCTV and in particular its actual effectiveness and the effectiveness of alternatives.
- Brent Council should work with other local authorities to establish a CCTV benchmarking network. Potential early partners would be the CCTV User Group or neighbouring boroughs.
- Brent Council should work to actively publicise successes which derive from the CCTV network.

8.3 The Current Systems in Brent

Brent's CCTV control room is located in a small, fairly secluded area within the Civic Centre. On a visit to the control room, many of the task group members felt that people working there could be isolated from the rest of the council's teams. We believe it is important that the CCTV team are supported and recognised for the good work they do. For example, when an operator spots an environmental crime and passes this onto the appropriate team

for action, they are not informed of the results of their report. Learning that they have helped to catch an offender could be very good for morale.

This will require coordination across departments, but we feel this morale-boosting idea is eminently achievable.

The current operators have excellent knowledge of the areas within Brent they are monitoring and it is important that this local knowledge remains within the CCTV team, particularly as Brent moves to a more deployable CCTV system.

The council has recently acquired ten new cameras which can more easily be moved around to respond to evidence demonstrating a need for a new camera. This takes place on a quarterly basis.

We were also encouraged to learn that Brent Council is beginning to connect the network up through its own fibre ducting and new 4G and Wi-Fi transmissions. This reduces the overall cost of the network and Brent's reliance on BT networks.

Brent's CCTV team have recently begun to send out messages to all elected members informing them when cameras are re-deployed and the reasons for this. The whole task group saw examples of these messages and felt that this was a positive development as local councillors are best placed to communicate new policies and arrangements to the groups and individuals in their wards who will be most affected.

We understand that this is a new process and still has some issues which need to be resolved. For example, wards in the report we saw were mis-labelled which could lead to confusion or information not passed to the right groups.

Local Joint Action Groups (LJAG's) are involved in the decisions about where CCTV cameras should be deployed or removed. However, we feel that public understanding and awareness about LJAGs is limited to say the least. Providing residents with more information about this decision-making process and how they can pass suggestions to LJAGs could improve council intelligence and also contribute to our broad goal of greater public education and transparency.

We recognise that there are obstacles to achieving this, in particular structural and membership changes within the local groups the council may wish to contact and involve. But overall, we feel that the council currently has limited information on specific residents' groups operating on community safety issues across the borough, and, as a result, cannot provide many groups with particular information in advance. It is, of course the responsibility of both the council and the resident groups themselves to ensure that information held by the council is correct, but Brent could certainly do more to collect this information.

As noted earlier, CCTV is not the only resource available to the council to improve community safety. *Smart Water* is a traceable liquid and proprietary forensic asset marking system that is applied to personal, commercial, and industrial items of value to deter theft and to identify culprits for prosecution. The liquid leaves a long lasting and unique identifier, whose presence is invisible to the naked eye except under an ultraviolet black light.

We discussed the example of *Smart Water* with witnesses including local police and learned that during a recent campaign to increase the use of *Smart Water* in Brent, the product was successfully used as a hook on which to hang a broader publicity and awareness campaign about burglary. Using the roll out of *Smart Water* to bring attention to the issue in an area had tangible results and the publicity generated was deemed to be as essential to this as the product itself.

We feel that publicising CCTV initiatives – such as the purchase of new deployable devices – could have a similar positive impact.

Key recommendations

- ★ Brent Council should develop a comprehensive list of all community and residents groups in the borough and the areas in which they operate – elected members would ideally be placed to help create this. When there is a change in camera coverage, possibly as a result of the regular mobile redeployments, the specific local group in the area affected should then also be informed on the same basis as elected members. The goal of this is to increase education and improve community relations by proactively informing residents about the council's community safety work.
- ★ Likewise, all Neighbourhood Watch schemes should be notified of changes in camera coverage.

Other recommendations

- Brent Council should join up and improve communications between the CCTV control room and the departments which use their footage.
- Brent Council should maintain the excellent local knowledge of its CCTV operators, if necessary through site visits to hotspots.
- Brent Council should continue with its new emphasis on deployable units, but ensure all changes, and the reasons for these, are communicated clearly and effectively to all stakeholders.
- Brent Council should seek to improve members' reports, with a particular focus on getting wards correct and more information about the evidence base used when a decision about deployment is made.
- Brent Council should use changes in CCTV as part of a wider communication strategy about combatting crime and anti-social behaviour.

8.4 Working Innovatively, Involving the Community and Securing Alternative Funding Sources

Throughout our review, the task group learnt a considerable amount about the legislative test which must be met before any camera can be installed by a public body like a council.

Data protection laws are rigorously enforced around cameras, meaning that there must be a clear reason given for needing a camera – with evidence to back this up - before a CCTV camera can be installed. Local authorities must apply to a court of law using a Regulated Investigatory Powers Application (RIPA) form (appendix 6) to ensure that the reasons are justifiable, there is consultation with those most likely to be affected, and the impact on their privacy is assessed and any appropriate safeguards are put in place.

Proportionate consultation and engagement with the public and partners (including the police) is an important part of assessing whether there is a legitimate aim and a pressing need and whether the camera itself is a proportionate response. Such consultation and engagement also provides an opportunity to identify any concerns and modify plans so that the most appropriate balance between public protection and individual privacy is struck.

These overarching laws prevent the council from pursuing an unfettered policy of installing new cameras. However, we believe there are several ways the council can work innovatively to secure additional funds to improve the service.

We were disappointed to learn that Brent currently has no specific policies within its planning and regeneration strategy to increase provision of CCTV in the borough through development requirements.

By contrast, we were told by officers at the London Borough of Hammersmith and Fulham, that their council require all new developments to provide funds through either Section 106 (S106) or the Community Infrastructure Levy (CIL) to install new cameras to increase the council's network. We were impressed by this arrangement which has enjoyed significant cross-party support in the Borough, even through the council's recent dramatic change in political control. This has allowed Hammersmith and Fulham to install approximately twice as many cameras as we have in Brent, without any capital costs to the council.

Of course, cameras still require maintenance and incur annual costs. But we were told of CIL arrangements where enough money was handed over to the council to install a camera and maintain it over its expected lifetime.

We believe that Brent could do more to use the planning system to maintain and improve the local CCTV network. Troublingly, the maintenance of CCTV provision has also not been considered in some local developments, which once erected have blocked the views of cameras already installed. This means that the council has had to pay for these cameras to be moved or decommissioned when these costs should fall on the developer who made them redundant.

Furthermore, the infrastructure required for a council to operate a full CCTV network can be monetised to provide additional funds for the authority, but Brent is currently not taking full advantage of this. To run a CCTV network an authority needs to install ducts, camera poles, 4G transmission points and CCTV cable. Funds can be raised from each of these pieces of equipment, for example by charging for access to the quick Internet connections. The task group believes that if the infrastructure is in Brent anyway, we may as well also generate income from it.

MOPAC (The Mayor's Office for Policing and Crime) provide grants for particular safer neighbourhood's projects. We feel the council could do more to encourage community partners to attract some of these funds to Brent.

Likewise, funds could potentially be saved by sharing the CCTV service across authorities. We have good monitoring facilities in the Civic Centre and believe it is certainly possible that other councils may wish to pay for Brent to monitor their feeds.

The task group also heard from a community group who worked to develop a local "Citizens CCTV" model, which would raise funds for a deployable camera to be targeted at fly-tipping hotspots. We were alarmed to learn that this group had received, to say the least, a less than helpful response from Brent Council. In some instances the council appeared to be working to actively discourage this project which had strong local support and could increase camera coverage in the borough.

Fortunately, a corner now seems to have been turned, with the council providing more effective assistance to the community group and we hope this change of attitude will be permanent.

The council's legal department cannot provide binding legal advice to private citizens, and so we understand that people seeking to take the initiative in this way will always have to seek independent legal advice. However, the council can make people aware of the particular laws and regulations which may come into play around their conduct, and hopefully they will provide this kind of service in future.

Key recommendations

- ★ Brent Council should draft new planning guidelines in line with other stated council objectives, which make clear that where necessary to make the development acceptable in planning terms, developers should provide funds through S106 for the council to install CCTV to mitigate the impact of their development. To ensure revenue costs are not unduly encumbered by this process, the contribution should include a commuted sum for the repair and upkeep required over the lifetime of the camera. Further consideration should be given to the provision of other non-essential CCTV cameras via CIL, to investigate the likely costs and implications of doing so.
- ★ The CCTV function should be part of all future planning considerations, to ensure new developments do not impinge upon the current network.

Other recommendations

- Brent Council should require the Community Safety Team to prepare a report on how the council's CCTV strategy might be used for income generation, to be presented to Scrutiny Committee in early 2016.
- Brent Council should commit that all money raised through the income maximisation strategy should be retained by the CCTV department to be reinvested to improve the CCTV service.
- Brent Council should conduct a wide-ranging review of alternative funding sources which can be tapped into to provide CCTV, beginning with MOPAC.
- Brent Council should develop a clear "can do" attitude about any innovative "Citizens CCTV" schemes and seek to increase the range of CCTV provision in the borough by such means.
- Brent Council should develop a briefing document for citizens and resident's groups offering clear signposts on further reading they must do, and places they must go for advice if they wish to develop a local, private CCTV network.
- Brent Council should evaluate the possibilities of sharing its CCTV services with other boroughs to save costs. Any savings should be re-invested in to improve the service.

9. CONCLUSION

The legal regime around the use of CCTV cameras is strict, and the direction of travel set from central government is set to only get stricter. The Surveillance Camera Commissioner's code of practice is set to extend out from police and local authorities to cover all public institutions.

It has therefore never been more important for councils to become beacons of best practice and set an example to all their local partners on how CCTV should be used.

This report has set out some key mechanisms by which this can be achieved.

Firstly, it has given examples of some leading best practices which Brent should seek to adopt, but also provided evidence of local needs unique to Brent, which should be at the heart of everything we design. It has provided examples of how the performance of the council's CCTV systems can be benchmarked and measured to ensure that any regressions are quickly identified and addressed.

Secondly, it has identified the vital role that public education can play in building confidence in the CCTV system. Increasing public awareness of the facts around CCTV is especially important in an era of tightening laws and tightening budgets.

Thirdly, it has shown how additional revenue can potentially be raised through the council's CCTV infrastructure and highlighted how this should be ring fenced to improve the valued CCTV service the council provides.

Fourthly, it has highlighted the benefits of switching to a more deployable system of cameras and of involving and educating the community about such redeployments.

Fifthly, it has emphasised the importance of a supportive environment for the council's CCTV staff and recognised the great work they do.

We look forward to seeing these changes in action.

10. PARTICIPANTS, REFERENCES AND APPENDICES

Participants

London Borough of Brent:	Director of Community Services
	Head of Community Safety & Public Protection
	CCTV Manager and CCTV Team
	Brent Legal Team
Government Agencies	Surveillance Camera Commissioner
	Information Commissioners Office
Non Government Organisations	Academic at Leicester University
	National/London CCTV User Group
Brent Partners	Brent Housing Partnership
	Quintain - Wembley Park
	Brent Police
Brent Resident Groups	Heather Park Neighbourhood Watch
	Dudden Hill Residents Association
	Sudbury Town Team
	St Raphael's Housing Estate Residents Association
	Vale Farm Residents Association
CCTV Service Provider:	Tyco International Ltd
Other Local Authorities	LB Enfield
	LB Hammersmith & Fulham

References:

The task group referred to a number of reports in the course of its work. Key documents include:

1. In the picture: *A data protection code of practice for surveillance cameras and personal information Commissioner's Office (ICO) Guidance, 2015*
2. The Surveillance Camera Code of Practice: *Home Office Guidance issued under the Protection of Freedoms Act 2012; June 2013*
3. Online CCTV survey: *YouGov and Avigilon, 2013*
4. The Price of Privacy: Big Brother Watch, 2012
5. CCTV and its effectiveness in tackling crime: *House of Commons, Home Affairs 2010*
6. National CCTV strategy: *Home Office, 2007*
7. Assessing the impact of CCTV, *Professor Martin Gill, 2005*

Table of Appendix

	Appendices
1	An independent public opinion survey on the use and value of CCTV in public areas commissioned by the CCTV user group and undertaken by RNS Research International 2011
2	Assessing the impact of CCTV, <i>Professor Martin Gill 2005</i>
3	Data captured - Brent CCTV Geographic Information System CCTV Incidents
4	Data captured - Brent CCTV Geographic Information System ASB
5	Data captured - Brent CCTV Geographic Information System Fly-Tipping
6	Regulated Investigatory Powers Application (RIPA)
7	Regulated Investigatory Powers Application (RIPA) review form
8	Department for Environment Food & Rural Affairs (Defra) Fly-tipping actions reported by local authorities in 2013-14
9	The Surveillance Camera Code of Practice: Home Office Guidance issued under the Protection of Freedoms Act 2012; June 2013
10	In the picture: A data protection code of practice for surveillance cameras and personal information Commissioner's Office (ICO) Guidance, 2015
11	CCTV Scrutiny task group Terms of Reference

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Scrutiny Committee
5 November 2015

Report from the Chief Operating Officer

For Information

Scrutiny Task Group on Fly-Tipping

1.0 Summary

- 1.1 This task group has been requested by the Scrutiny Members in response to communicated concerns from Brent resident's regarding increased fly-tipping levels.
- 1.2 The purpose of the task group is to analyse and understand the borough's knowledge, behaviour and understanding of fly-tipping, and, to review local fly-tipping policies and processes of the council and its partner's.
- 1.3 The review was concerned with reducing the levels of fly-tipping in Brent and ensuring clean and safe environments for Brent resident's; and as a result, a reduction in clean-up and enforcement costs. The review also focused on the borough priorities, such as working in partnership with citizens and building stronger resident's and council relationships.
- 1.4 'Making sure that Brent is an attractive place to live, with a pleasant environment, clean streets, well-cared for parks and green spaces' is an objective within the Council's Borough Plan. Ensuring that fly tipping is reduced and in the long term eradicated is a widely backed element within the context of our "Better Place" priorities.

2.0 Recommendations

- 2.1 Members of the Scrutiny Committee consider the contents of the Fly-tipping task group's report.
- 2.2 Members of the Scrutiny Committee approve the 26 recommendations made by the task group and support the development of an action plan across the council and partner organisations to take these forward.
- 2.3 The Scrutiny Committee agree to receive a progress report against the recommendations in six months time.

3.0 Detail

- 3.1 With Member consensus on keeping our borough clean and reducing fly tipping, Members of the Scrutiny Committee requested a time-limited task group undertake a focused piece of

work on potential actions to change behaviours through education and reduce fly tipping in Brent.

3.2 The task group set out to assess the issue of fly-tipping in all of its aspects. In doing so the task group looked at the scale of the problem in Brent, how we compare to other authorities, why people fly-tip and what can be done about it. The review focussed on a top-to-bottom analysis of Brent Council's internal and external processes for dealing with fly-tipping. Key areas of focus were agreed during the work of the task group, these included:

- Knowledge
 - Behavioural and sociological research /information from other authorities on successful strategies
 - Why do we have the fly-tipping levels we do?
 - Increasing trends and possible links to the introduction of charging for the green bin (has this increased dumping of garden waste?)
- Education
 - Public communication
 - Education (at schools and through community / cultural groups)
- Enforcement
 - Current systems (to what extent is this proving effective?)
 - Success of enforcements
 - Deterrents (e.g. CCTV)
 - Trade waste and dumping
 - Landlord dumping
- Impact
 - Impact of new 'garden waste collection charge'
 - Impact of Landlord Licensing in reducing the issue
- Publicity
 - Success / failure of previous and current publicity campaigns
 - Analysis of the level of public awareness

3.3 In reviewing the areas outlined above, the task group invited a range of stakeholders to contribute through face-to-face meetings and discussion groups. The task group held four themed discussion groups, which reflected the key areas of the review. Local resident groups were invited to attend, along with officers and partners. A range of visits and meetings were carried out between September and October 2015. This was supported by consultation with other local authorities and government departments. The task group carried out an analysis of data and research relating to fly-tipping.

3.4 **Fly-tipping Task Group Recommendations**

Knowledge

1. The task group recommends that the term "Fly-tipping" should be changed to "Illegal Rubbish Dumping" (IRD) in communications with residents. Residents rarely refer to dumped rubbish as fly-tipping and there is apparently confusion among some residents about what "fly-tipping" actually means.

This is not a good basis on which to communicate with residents about the issue, therefore the task group recommends changing the language we use.

*We recognise that authorities and bodies outside of Brent will, for the time being, probably continue to refer to illegal rubbish dumping as “fly-tipping”, so we accept that we will have to use this language when communicating with them.

2. A named officer/s within the Waste Management service should be responsible for continuous monitoring of new methods to tackle IRD, keeping the council abreast of the latest developments and leading improvement practices; not just from other London boroughs and the UK, but from Europe and the rest of the world. The task group supports the behavioural studies that the council is currently participating in as part of the West London Alliance (WLA) and recommends that it should continue to build on this area of work.
3. Brent Waste Management service should review its internal benchmarking, looking internally at how we monitor our own performance and should report performance quarterly in public. It is recommended that this is communicated to residents and other councillors via the council’s website and Brent Magazine.
4. Brent Waste Management should liaise with neighbouring London boroughs to develop a benchmarking network. The West London Alliance (WLA) would be a good place to start as there are links already established. There should also be additional cross-border networking, feeding into intelligence with the aim of bringing forward more prosecutions for trade waste dumping.

Education

5. Constitutionally empower “Community Guardians” by appointing, through an agreed selection process, figureheads like the chair of Keep Wembley Tidy. Councillors can support this by identifying suitable candidates. These guardians are to be given a profile on the council’s web page, support and resources from the council and Veolia; to tackle illegal rubbish dumping in their appointed locations.

- 5.1. It was identified in the task group’s research that residents often identify with different place names than the wards in which they live. The task group is recommending that the community guardians structure in Brent is mapped in the following village localities and guardians are allocated to these areas:

Wembley	Dudden Hill	Kensal rise
Kenton	Neasden	Stonebridge
Queens Park	Sudbury	Kilburn
Harlesden	Alperton	Willesden

*This list is intended as a guide and residents are of course free to suggest the names for their own campaigns, as well as the areas these campaigns cover. Keep Wembley Tidy covers Wembley Central and Alperton wards, and it is suggested that campaigns should not overlap with one another. This approach should be integrated with the voluntary Community Action Groups.

- 5.2. Guidance and a code of practice for the community guardians and village areas should be drawn up and agreed by officers and residents. This should include action

days and identifying and evidencing illegal rubbish dumping hot spots. Village websites should also be linked to the council's waste management web pages.

- 5.3. It will be a priority of the community guardians, councillors, officers and Veolia to devise and produce a 'Brent Against Rubbish Dumping Charter', which Businesses, HMO Landlords and Estate/Letting Agents will be encouraged to sign up to and display publicly.
- 5.4. It will be a priority of the community guardians, councillors, officers and Veolia to engage with places of worship, youth clubs and sports clubs to engage and promote the Brent Against Rubbish Dumping Charter.
6. The process of reporting IRD should be clear and straightforward, so that both residents and officers know what is to be expected and how and when there will be communication between parties. This should be documented on the council's IRD web page.
7. Brent waste management and Veolia should liaise with Brent education and Brent schools partnership to ensure that there is a strategic anti-illegal rubbish dumping programme going into schools, aimed at both primary school and secondary school level. The programme should be continuous and target 100% of schools on an annual basis, encouraging schools to sign up to the Brent Against Rubbish Dumping Charter. Progress should be reported on the council waste management web page on a quarterly basis.
8. Business liaison should be part of an officer's role; this should include an evaluation of any non-monetary incentives that can be offered. Brent should encourage businesses to sponsor a bin or bins, as a result of which businesses will become certified and will be allowed to display a Brent Council sign stating that they are opposed to IRD.
9. Additional resources should be invested in to the Special Collection Service, so that items are collected sooner and the number of bulky items illegally dumped is reduced. Other alternative options for waste disposal and recycling should be promoted with direct links on the council's web page and offered on the phone when residents call to request Special Collection Services such as Freecycle and Freegle.

Enforcement

10. The task group recommends the formation of a strategic approach between Waste Management Enforcement services and the CCTV service to ensure more use of the current CCTV provision to monitor IRD hotspots. It is understood that this will require collecting evidence and providing a supported case for each camera.

*The task group endorses all of the recommendations on IRD made by the concurrent CCTV task group.
11. Waste management services, specifically trade and Environmental health services, must work together more strategically; sharing information and working on joint visits where there is clear intelligence that there are crosscutting priorities.
12. A strategic approach between Housing Enforcement and Waste Management Enforcement services via Veolia should be formed to ensure that HMO landlords are

educated as to their responsibilities regarding waste disposal for themselves and their tenants.

13. Enlist the support of night workers such as black cab drivers and night bus drivers to use the cleaner Brent app and report any perpetrators of IRD. This could be achieved by contacting taxi firms and Transport for London to explain our case and by asking them to cascade our request down to workers. The council would in turn be able to release positive press stories about these organisations.

14. We will look to pre-capitalise on new fly-tipping legislation, to be brought forward next year, by following a similar model to Ealing Council, as below:

‘The council has teamed up with Kingdom Security to provide dedicated teams of uniformed officers in the borough. Kingdom Security will work with the council’s environmental enforcement officers, providing a high-profile deterrent and issuing £80 fines. Operating initially on a one-year trial basis, Kingdom Security is working at no cost to the council. Instead they will take a share of the fines they issue’.

15. The Council should work with other local authorities and the National Fly-tipping Prevention Group to lobby the Government for more effective enforcement powers.

16. The selective Landlord licensing scheme should be reviewed annually and reported on publicly with statistics on how effective the scheme has been, where it has been effective, areas where the council can strengthen its enforcement and any lessons learnt.

17. The landlord licensing guidance should have more detail in the wording regarding waste & refuse, so that it is harder for landlords to avoid discharging their responsibilities effectively.

❖ The most referenced licensed scheme is that of Newham Council’s. Newham’s licensing condition in respect of waste simply requires that “No refuse shall be kept in the front or rear garden other than in an approved storage container for that purpose”.

18. Leaflets about Brent’s waste disposal policies should be inserted into the guidance so that landlords can give them to tenants. The leaflet/insert scheme should also be rolled out to estate & letting agents.

Impact

19. Further investigation is required into the impact of the garden waste collection charges. Cabinet should review its effectiveness from a cost and efficiency perspective, annually until 2018.

20. Owing to the lack of quantitative data to evidence the effects of the garden waste charge at this stage, officers should review and report the effects of its first year in operation. Officers should devise logical metrics against which it can compare its performance annually until 2018.

21. The number of Brent residents that have signed up, and continue to sign up, to the Garden waste collection service should be more widely publicised. The Brent website and Brent magazine should be the media for this.

Publicity

22. Future publicity about IRD should be continuous, mainly word-of-mouth and not confined to one-off PR campaigns. The last major PR campaign in 2013 involved large, difficult-to-read signs under which rubbish was dumped. It also saw photo opportunities to show the lead member was determined to deal with the issue, but officers confirm that it had little tangible impact on levels of IRD.

23. Officers, councillors and community guardians need to visit relevant local meeting places – whether they be religious meeting places, youth clubs or sports clubs – to pass on the council's messages about IRD and how communities can work with Brent to tackle it.

24. Leafleting campaigns led by the council and voluntary groups should be in multiple languages, appropriate to the socio-dynamics of the local area.

25. Any future communications should also be easy-to-read with no conflicting messages. This should be backed up with targeted local advertising. Brent London Underground and National rail stations are prime locations for such advertising.

26. The Cleaner Brent App requires further publicity, and probably a re-launch, as not enough people are aware it exists. There should be further publicity on the web and in the Brent magazine.

4.0 Financial Implications

4.1 Budget implications Brent Public Realm
Budget implications Brent Communications Department

5.0 Legal Implications

5.1 None

6.0 Diversity Implications

6.1 None

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 The following Brent services and partners would be affected by the recommendations made:

- Brent Waste Management Services /Public Realm
- Brent Waste Enforcement Services/Public Realm
- Brent Housing Enforcement Services
- Brent Environmental Health/ and
- Brent Community Safety/Regulatory Services
- Brent Communications Department
- Veolia

Background Papers

Fly-tipping task group Scope and Terms of Reference (September & October 2015)

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**SCRUTINY
FLY-TIPPING
TASK GROUP**

NOVEMBER 2015

**Cllr Sam Stopp (Chair)
Cllr Krupa Sheth
Cllr Bernard Collier
Cllr Amer Agha
Mr Colin George
Mr Chirag Gir**

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1. THE CHAIR'S FOREWORD



Fly-tipping (or “illegal dumping”) is without doubt one of the biggest issues facing Brent today. In the ward I represent, Wembley Central – it is by far the biggest concern. Anecdotally, most councillors report that complaints about fly-tipping via emails and on the doorstep are among the most common they receive.

At a key moment in Brent's history, when cuts to the council's budget are demanding extremely difficult funding decisions, the effect of issues such as fly-tipping on community spirit must not be underestimated. It is therefore vital for the council to consider innovative and long-lasting solutions to the problem.

This review has assessed the issue of fly-tipping in all of its aspects. It has looked at how bad the problem is in Brent, how we compare to other authorities, why people fly-tip and what can be done about it. In a borough the size of Brent, causes and solutions will differ. But what is clear is that this is a major issue and the solutions to it will need to come from a range of departments – including Environment, Children and Young People, Housing and Development, and Communities.

This investigation has involved significant public consultation, but it has also focussed on a top-to-bottom analysis of Brent Council's internal and external processes for dealing with fly-tipping. The recommendations which have been made are the result of both listening carefully to what Brent residents want and looking afresh at every single aspect of how the council is approaching the issue.

My overarching conclusion is that dealing with the blight of fly-tipping will require a long-term strategy, not mere quick fixes. Reactive publicity campaigns, isolated success stories in the media and clean-up days will not be enough. Indeed, the way in which Brent communicates about this issue needs to change. Residents who complain to the council about fly-tipping should no longer receive an automated email acknowledging their concern. They should get a human response indicating that the matter is being looked into.

Beyond the council itself, priority must be given to empowering community organisers and action groups by enshrining their role in Brent's bureaucratic structures. The council must work with such organisations to explain in person the damage done by fly-tipping. This will require door-to-door exercises, as well as working with community groups – residents' associations, religious organisations, youth clubs etc. It will also involve changing the way local schools communicate the value of respect for the local community and the problems fly-tipping causes.

There are many specific recommendations below, all of which I hope will be adopted by the council. Yet it strikes me that what is most important of all is not policy, or finances, or procedures. It is mind-set. When I see the brilliant work being done in my own ward by 'Keep Wembley Tidy', it proves to me that there are more people who care about Brent and the state of its environment than there are those who do not care.

So this is the challenge. Brent Council must work alongside the decent majority of residents in our borough to tackle the blight of fly-tipping so that future generations are free to grow up in a Brent that is clean and healthy and above all a place befitting its status as the iconic home of English football.

I am immensely grateful to the members of the task group for their support and hard work; in particular, local residents Chirag Gir and Colin George, whose insights and experience have been invaluable.

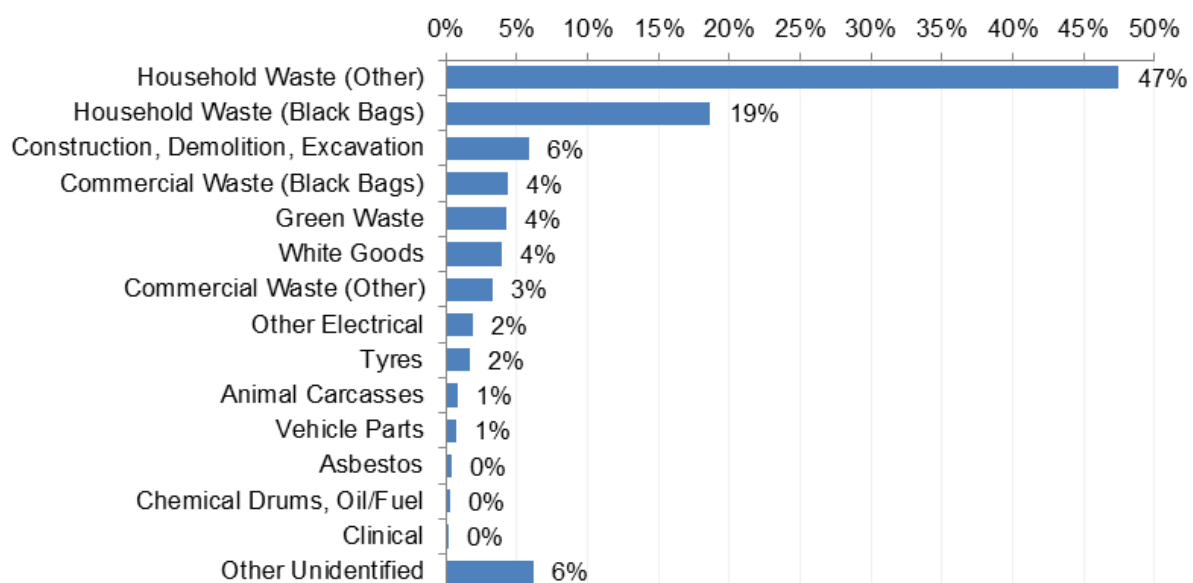
2. EXECUTIVE SUMMARY

Fly-tipping is the illegal deposit of waste on land contrary to Section 33(1)(a) of the Environmental Protection Act 1990. The types of waste fly-tipped range from 'black bag' waste to large deposits of materials such as industrial waste, tyres, construction material and liquid waste. Fly-tipping is a significant blight on local environments; a source of pollution; a potential danger to public health and a hazard to wildlife. It also undermines legitimate waste businesses where unscrupulous operators undercut those operating within the law.

Local authorities and the Environment Agency (EA) both have a responsibility in respect of illegally deposited waste. Local Authorities have a duty to clear fly-tipping from public land in their areas and consequently they deal with most cases of fly-tipping on public land, investigating these and carrying out a range of enforcement actions. The Environment Agency investigates and enforces against the larger, more serious and organised illegal waste crimes.

Both Local Authorities and the Environment Agency are required to collect data on their activity and report this to the Fly Capture database. Responsibility for dealing with fly-tipping on private land rests with private landowners and is not subject to mandatory data reporting.

Types of fly-tipping incidents in England, 2013/14 as a proportion of total incidents¹



There is significant public concern in Brent about a perceived increase in fly-tipping over the last few years. It is suggested in some quarters that cuts to Brent's budget, handed down by central government, have adversely affected our ability to keep the streets clean.

Furthermore, it is possible that the apparent increase in fly-tipping is a symptom of declining community spirit and cohesion.

¹ Other household waste could include material from house or shed clearances, old furniture, carpets and the waste from small scale DIY works. Other commercial waste could include pallets, cardboard boxes, plastics, foam, and any other waste not contained in bags or containers and not due to be collected.

It is for these reasons that this issue is so seminal in its importance to the relationship between the council and Brent residents within its jurisdiction.

Uncontrolled waste disposal can be hazardous to the public, especially when the waste consists of drums of toxic material, asbestos sheeting, syringes or used drugs. There could be a high risk of damage to watercourses and underlying soil quality from the dumped waste. Fly-tipping looks unsightly and this can harm investment in an area. Cleaning up fly-tipping costs taxpayers' money which could be better spent funding other much needed services.

According to the Department for Environment, Food and Rural Affairs Fly Capture Database, the most common types of fly-tipped waste are, starting with the greatest quantity: general household waste; white goods (fridges, freezers and washing machines); construction rubbish (demolition and home improvement rubbish); garden rubbish; and rubbish from businesses.

3. RECOMMENDATIONS

Knowledge

1. The task group recommends that the term “Fly-tipping” should be changed to “Illegal Rubbish Dumping” (IRD) in communications with residents. Residents rarely refer to dumped rubbish as fly-tipping and there is apparently confusion among some residents about what “fly-tipping” actually means.

This is not a good basis on which to communicate with residents about the issue, therefore the task group recommends changing the language we use.

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4. Brent Waste Management should liaise with neighbouring London boroughs to develop a benchmarking network. The West London Alliance (WLA) would be a good place to start as there are links already established. There should also be additional cross-border networking, feeding into intelligence with the aim of bringing forward more prosecutions for trade waste dumping.

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Queens Park	Sudbury	Kilburn
Harlesden	Alperton	Willesden

*This list is intended as a guide and residents are of course free to suggest the names for their own campaigns, as well as the areas these campaigns cover. Keep Wembley Tidy covers Wembley Central and Alperton wards, and it is suggested that campaigns should not overlap with one another. This approach should be integrated with the voluntary Community Action Groups.

- 5.2. Guidance and a code of practice for the community guardians and village areas should be drawn up and agreed by officers and residents. This should include action days and identifying and evidencing illegal rubbish dumping hot spots. Village websites should also be linked to the council's waste management web pages.
- 5.3. It will be a priority of the community guardians, councillors, officers and Veolia to devise and produce a 'Brent Against Rubbish Dumping Charter', which Businesses, HMO Landlords and Estate/Letting Agents will be encouraged to sign up to and display publicly.
- 5.4. It will be a priority of the community guardians, councillors, officers and Veolia to engage with places of worship, youth clubs and sports clubs to engage and promote the Brent Against Rubbish Dumping Charter.
6. The process of reporting IRD should be clear and straightforward, so that both residents and officers know what is to be expected and how and when there will be communication between parties. This should be documented on the council's IRD web page.
7. Brent waste management and Veolia should liaise with Brent education and Brent schools partnership to ensure that there is a strategic anti-illegal rubbish dumping programme going into schools, aimed at both primary school and secondary school level. The programme should be continuous and target 100% of schools on an annual basis, encouraging schools to sign up to the Brent Against Rubbish Dumping Charter. Progress should be reported on the council waste management web page on a quarterly basis.
8. Business liaison should be part of an officer's role; this should include an evaluation of any non-monetary incentives that can be offered. Brent should encourage businesses to sponsor a bin or bins, as a result of which businesses will become certified and will be allowed to display a Brent Council sign stating that they are opposed to IRD.
9. Additional resources should be invested in to the Special Collection Service, so that items are collected sooner and the number of bulky items illegally dumped is reduced. Other alternative options for waste disposal and recycling should be promoted with direct links on the council's web page and offered on the phone when residents call to request Special Collection Services such as Freecycle and Freegle.

Enforcement

10. The task group recommends the formation of a strategic approach between Waste Management Enforcement services and the CCTV service to ensure more use of the current CCTV provision to monitor IRD hotspots. It is understood that this will require collecting evidence and providing a supported case for each camera.

*The task group endorses all of the recommendations on IRD made by the concurrent CCTV task group.

11. Waste management services, specifically trade and Environmental health services, must work together more strategically; sharing information and working on joint visits where there is clear intelligence that there are crosscutting priorities.
 12. A strategic approach between Housing Enforcement and Waste Management Enforcement services via Veolia should be formed to ensure that HMO landlords are educated as to their responsibilities regarding waste disposal for themselves and their tenants.
 13. Enlist the support of night workers such as black cab drivers and night bus drivers to use the cleaner Brent app and report any perpetrators of IRD. This could be achieved by contacting taxi firms and Transport for London to explain our case and by asking them to cascade our request down to workers. The council would in turn be able to release positive press stories about these organisations.
 14. We will look to pre-capitalise on new fly-tipping legislation, to be brought forward next year, by following a similar model to Ealing Council, as below:

'The council has teamed up with Kingdom Security to provide dedicated teams of uniformed officers in the borough. Kingdom Security will work with the council's environmental enforcement officers, providing a high-profile deterrent and issuing £80 fines. Operating initially on a one-year trial basis, Kingdom Security is working at no cost to the council. Instead they will take a share of the fines they issue'.
 15. The Council should work with other local authorities and the National Fly-tipping Prevention Group to lobby the Government for more effective enforcement powers.
 16. The selective Landlord licensing scheme should be reviewed annually and reported on publicly with statistics on how effective the scheme has been, where it has been effective, areas where the council can strengthen its enforcement and any lessons learnt.
 17. The landlord licensing guidance should have more detail in the wording regarding waste & refuse, so that it is harder for landlords to avoid discharging their responsibilities effectively.
- ❖ The most referenced licensed scheme is that of Newham Council's. Newham's licensing condition in respect of waste simply requires that "No refuse shall be kept in the front or rear garden other than in an approved storage container for that purpose".

18. Leaflets about Brent's waste disposal policies should be inserted into the guidance so that landlords can give them to tenants. The leaflet/insert scheme should also be rolled out to estate & letting agents.

Impact

19. Further investigation is required into the impact of the garden waste collection charges. Cabinet should review its effectiveness from a cost and efficiency perspective, annually until 2018.

20. Owing to the lack of quantitative data to evidence the effects of the garden waste charge at this stage, officers should review and report the effects of its first year in operation. Officers should devise logical metrics against which it can compare its performance annually until 2018.

21. The number of Brent residents that have signed up, and continue to sign up, to the Garden waste collection service should be more widely publicised. The Brent website and Brent magazine should be the media for this.

Publicity

22. Future publicity about IRD should be continuous, mainly word-of-mouth and not confined to one-off PR campaigns. The last major PR campaign in 2013 involved large, difficult-to-read signs under which rubbish was dumped. It also saw photo opportunities to show the lead member was determined to deal with the issue, but officers confirm that it had little tangible impact on levels of IRD.

23. Officers, councillors and community guardians need to visit relevant local meeting places – whether they be religious meeting places, youth clubs or sports clubs – to pass on the council's messages about IRD and how communities can work with Brent to tackle it.

24. Leafleting campaigns led by the council and voluntary groups should be in multiple languages, appropriate to the socio-dynamics of the local area.

25. Any future communications should also be easy-to-read with no conflicting messages. This should be backed up with targeted local advertising. Brent London Underground and National rail stations are prime locations for such advertising.

26. The Cleaner Brent App requires further publicity, and probably a re-launch, as not enough people are aware it exists. There should be further publicity on the web and in the Brent magazine.

4. INTRODUCTION – SCOPE OF THE TASK GROUP

What are the main issues?

- DEFRA report that nationally it costs an estimated £86m-£186 million every year to investigate and clear up fly-tipping. This cost falls on taxpayers and private landowners
- Fly-tipping poses a threat to humans and wildlife, damages our environment, and spoils our enjoyment of our towns and countryside
- Fly-tipping undermines legitimate waste businesses where illegal operators undercut those operating within the law. At the same time, the reputation of legal operators is undermined by rogue traders
- As with other things that affect local environmental quality, areas subject to repeated fly-tipping may suffer declining reputations and local businesses may suffer as people stay away
- Fly-tipping harms Brent's image as an attractive place to live and work. Brent was recently ranked 3rd in a national survey of the worst boroughs in which to live

* Please note the “worst borough” survey data was heavily based on the relative cost of housing to average income levels. There was no indicator in the survey that related to fly-tipping.

What the review addressed

The review considered the following key areas:

- Knowledge
 - Behavioural and sociological research /information from other authorities on successful strategies
 - Why do we have the fly-tipping levels we do?
 - Increasing trends and possible links to the introduction of charging for the green bin (has this increased dumping of garden waste?)
- Education
 - Public communication
 - Education (at schools and through community / cultural groups)
- Enforcement
 - Current systems (to what extent is this proving effective?)
 - Success of enforcements
 - Deterrents (e.g. CCTV)
 - Trade waste and dumping
 - Landlord dumping
- Impact
 - Impact of new ‘garden waste collection charge’
 - Impact of Landlord Licensing in reducing the issue
- Publicity
 - Success / failure of previous and current publicity campaigns
 - Analysis of the level of public awareness

The objectives of the review

The aims of the review are set out below:

- Better understanding of residents' waste disposal behaviour in Brent
- Clearer understanding of the council's role and the work it undertakes regarding fly-tipping
- Reduction in the levels of fly-tipping in Brent
- Cleaner and safer environments for all Brent residents
- Reduction in clean-up and enforcement costs
- Opportunities for increased revenue
- More community involvement and stronger residents and council relationships
- Better community spirit and cohesion
- Efficiency savings, such as officer time

5. TASK GROUP MEMBERSHIP

Cllr Sam Stopp (Chair)
Cllr Krupa Sheth
Cllr Bernard Collier
Cllr Amer Agha
Mr Colin George
Mr Chirag Gir

6. METHODOLOGY

In order to gather the relevant evidence for this review, the task group invited relevant partners and residents to get involved; through discussion groups, meetings and visits. The earliest part of the reviewed considered previous reports and studies into the fly-tipping culture and behavioural trends. This involved liaising with the Environment Agency and non-governmental agency, Keep Britain Tidy.

The second part of the review focused on information relevant to Brent and this involved close working with the Operational Director of Community Services and the Waste Enforcement team. Central and most vital to the review were the voices and views of local residents. The task group held four themed discussion groups, which reflected the key areas of the review. Local resident groups were invited to attend, along with officers and partners.

Partners: Group 1

- Relevant Council Departments
- Brent Partners
- Environment Agency
- Keep Britain Tidy
- Other best practicing Local Authorities

Partners: Group 2

Resident Associations & Local Groups:

- Harlesden Town Team
- Reach Team – Kensal Green
- Willesden Green Town Team
- Harlesden Town Team
- The Cricklewood Town Team
- Alperton Riverside Town Team
- Keep Wembley Tidy

*A full list of participants of the task group's work can be found in section 10 of this report

7. POLICY CONTEXT

7.1. Brent

IRD is not a just a Brent problem. It is a problem experienced by all areas of the country, urban or rural. The task group investigated what types of rubbish are being dumped i.e. is it household waste that people cannot fit into their domestic waste collection service, garden waste due to the green bin charge, trade waste from local businesses or builders' debris? The task group also considered possible dumping by landlords and Brent's transient population – i.e. the dumping of mattresses and old furniture.

Fly-tipping incidents reported by local authorities in 2013-14		
LA Name	Total Incidents	Total Incidents Clearance Cos
Newham LB ^(a)	67980	£3,026,234.00
Enfield LB	31692	£1,348,880.00
Haringey LB	31045	£1,491,507.00
Southwark LB	26638	£1,108,692.00
Westminster City Council	17121	£699,653.00
Hounslow LB	15864	£564,135.00
Croydon LB	15113	£1,366,642.00
Greenwich LB	12765	£715,829.00
Camden LB	10950	£229,852.00
Lewisham LB	9152	£293,672.00
Hammersmith and Fulham LB	9011	£529,042.00
Redbridge LB	8989	£390,390.00
Harrow LB	8429	£740,504.00
Hackney LB	7635	£1,210,485.00
Brent LB	7001	£425,399.00
Chelsea	6984	£273,482.00
Ealing LB	5765	£243,201.45
Tower Hamlets LB	5201	£241,176.00
Waltham Forest LB	4723	£184,419.00
Havering LB	3620	£157,650.00
Merton LB	3064	£172,574.00
Richmond upon Thames LB	2871	£61,393.00
Bromley LB	2809	£190,587.93
Islington LB	2634	£101,706.00
Hillingdon LB	1995	£90,405.00
Barnet LB	1779	£51,836.00
Barking and Dagenham LB	1282	£119,278.00
Sutton LB	1264	£89,049.00
Lambeth LB	1206	£98,523.00
Wandsworth LB	1105	£78,083.00
Bexley LB	1078	£45,111.00
London Corporation	530	£15,331.00
Kingston-upon-Thames LB	339	£14,466.00

It is worth noting that the methods used to capture and record data by local authorities are not consistent and that is why there is a vast difference in the figures above.

High incident areas within Brent:

- Harlesden
- Mapesbury
- Willesden Green
- Kensal Green
- Queens Park
- Wembley Central
- Alperton

Brent Waste Enforcement

Brent urges residents to take an active role and responsibility in keeping their communities clean. Brent encourages residents to be alert and forward on any evidence of fly-tipping to the council. The Cleaner Brent app allows residents to report litter, dumping, and other problems in streets, parks and cemeteries to the council using a smartphone.

The app allows residents to provide information such as:

- registration of vehicle
- time of incident
- location and description of waste
- description of people dumping the waste
- Pictures, if possible, but strongly warns against confronting suspects

Brent will then arrange for it to be removed and will trace the origin of the waste to identify who dumped it and when. Legal action will subsequently be taken when the offender is identified. It is essential that any evidence passed on to Brent is treated as highly confidential and prevented from entering the public domain. Witnesses who provide it must be seen to be neutral and unbiased.

An assessment of the overall reporting system has been undertaken as part of this review. There appears to be a public perception that, regardless of any incremental improvements delivered by the Cleaner Brent app, it takes too long for the enforcement team to respond to complaints. It is also suggested by residents that enforcement opportunities are not actively followed up.

Veolia

Veolia currently has a nine year contract with Brent Council which began in April 2014 and provides recycling and refuse collections and street cleansing. Veolia clean over 1,700 streets in Brent. Zone 1 roads (usually town centres) are cleaned daily between 7am and 10pm, residential areas are cleaned once a week. Focus is paid to the streets surrounding Wembley Stadium on and after event days. In addition to cleaning the streets in Brent, Veolia also empty over 1,750 on the street litter bins and remove fly-tips. Veolia also operates commercial waste and recycling collection services within Brent and the surrounding area.

How enforcement links in with the new Landlord Licensing scheme has also been assessed. It is hoped that this will be a key part of reducing the issue of IRD in the most overcrowded parts of the borough.

7.2. London and National

Local authorities dealt with a total of 852 thousand incidents of fly-tipping in 2013/14, an increase of 20 per cent since 2012/13, with nearly two thirds of fly-tips involving household waste. This recent increase follows consistent year on year declines in the number of incidents over the preceding years.

A number of local authorities have reported an increase in the number of fly-tipping incidents. Some local authorities have introduced new technologies; such as online reporting and electronic applications, as well as increased training for staff. These authorities have explained this as a factor in the increase in the number of incidents reported as the methods used to publicise reporting and capture data have improved.

Local authorities carried out nearly 500 thousand enforcement actions at an estimated cost of £17.3 million, which was over a £2 million increase on the previous year. This equated to an increase of 18 per cent on enforcement actions over the same period.

- The most common place for fly-tipping to occur was on highways (47 per cent of total incidents in 2013/14)
- Incidents of fly-tipping on footpaths, bridleways and back alleyways increased 15 per cent in England in 2013/14. Together these now account for 29 per cent of fly-tipping incidents
- Approximately a third of all incidents consisted of a small van load of material or less
- The estimated cost of clearance of fly-tipping to Local Authorities in England in 2013/14 was £45.2 million, a 24 per cent increase on 2012/13

Legislation and Government Policy

Section 33(1)(a) of the Environmental Protection Act 1990 defines fly-tipping as rubbish that is illegally dumped on land without permission from landowners or without a licence. It is an arrestable offence with a £50,000 maximum fine or five years imprisonment and any vehicles used in offences can be seized.

The Waste Duty of Care

The waste Duty of Care is set out in Section 34 of the Environmental Protection Act 1990. It exists to ensure that everyone dealing with controlled waste handles it in an appropriate manner to minimise any risks. It applies to any person or business that produces, imports, carries, keeps, treats or disposes of controlled waste (household, industrial and commercial waste) or, as a broker, has control of such waste.

The Duty of Care requires those that deal with waste to take all reasonable measures to:

- Prevent the waste being deposited illegally
- Prevent the waste escaping
- Ensure that waste is only passed to those authorised to receive it
- Ensure that when waste is transferred a written description is completed to ensure the transferee is able to deal with the waste appropriately.

What needs to go into a written description is set out in Regulation 35 of the Waste (England and Wales) Regulations 2011.

Note: Householders have a reduced Duty of Care and do not need to complete a written description when their household waste is transferred. However, they must ensure their waste is only given to someone authorised to receive it.

In October 2015 following calls from the Local Government Association, Ministers announced Defra will introduce an £80 spot fine known as fixed penalty notices for small-scale fly-tipping from spring 2016, to provide councils with an alternative to prosecutions where it is appropriate.

8. KEY FINDINGS

8.1. Knowledge

Understanding

Illegal rubbish dumping is one of the most visible challenges in Brent. It is one of the issues that residents feel most concerned about. It is serious and it is illegal. It is a problem across the borough, London, the UK and cities across the world; this is not just a Brent problem. Some argue that we have become a “throw away” society and the impact of that is seen in our streets, parks and areas of Brent where people think it is acceptable to dump rubbish. Fly-tipping is one of the biggest public service provisions; any rubbish that is not in a bin is considered fly-tipping. This could include large household items left on the street - beds, mattresses, fridges etc. This also could include large loads of rubbish left by businesses, general litter black bags and builders’ waste.

The task group asked Brent residents why they felt people in Brent fly-tip. Many residents commented that this was because “they don’t know any better” and “lack of education around fly-tipping”, or they “do not really understand what fly-tipping is”. It was indicated that residents of flats, rented accommodation (landlords) and short tenancies often have no-one to educate them about how to responsibly dispose of waste. It was pointed out that there are a large number of residents in our borough for whom English is not their first language. The task group recognised that often residents who are new to Brent will dump waste as they do not understand the Brent protocols. It is also cheap for people to dump rubbish and they seemingly do not fear being caught.

Behaviour and attitude

The task group found that part of the problem lies in people’s attitude, as proved in a number of industry studies, e.g. *Fly-tipping Good Practice* (appendix 1). Brent has a transient population; with 35,000 rented properties in the borough. Short-term tenants are unlikely to feel an emotional attachment to their area. It was found that there is a possible link between overcrowding and fly-tipping and the council’s House in Multiple Occupancy (HMO) Licensing schemes can provide a means of supporting behavioural change. The task group found that residents who fly-tip develop a pattern and continue to do so, knowing that the council will continue to pick up dumped rubbish. The task group considered how to break this cycle. It was recognised that the council needs to be innovative and try a different approach.

The Brent Waste Management Officers are currently part of a West London Alliance (WLA) tri-borough project with Ealing and Barnet, focusing on behavioural studies to prevent fly-tipping. This involves looking at different approaches such as developing a better sense of ownership for residents. According to the Brent residence survey, 87% of residents say that they want to improve where they live. The Waste Management team, BHP and Mind Space have launched an eight-week trial on the behaviour of residents in tower blocks of flats who use communal bin stores. The trial will see art and murals placed in rubbish sheds. The idea is that residents will think twice about spoiling their lovely environment.

Working with Others and Benchmarking

As part of the task group's work, it liaised with the Department for Food, Environment and Rural Affairs (DEFRA), as well as the Fly-tipping Prevention Group. DEFRA suggested that the group meet with Kent County Council, who has been successful in working across councils in the UK and with many London boroughs. Kent advised that a large part of their success was found in building good networks and sharing intelligence. This is also evidenced in the *National Fly-Tipping Prevention Group, 2014 Fly-tipping Partnership Framework* (appendix 2). The task group believe that another area for development is improving sub-regional groups and cross boundary partnerships. The waste management team is currently working with a similar group in Hounslow, where they are experiencing similar fly-tipping problems.

Residents also enquired about the number of fly-tipping prosecutions and enforcement actions, as it was felt that such actions sent a strong anti fly-tipping message. While figures were quoted (700 for 2013/14), the task group found that there were many categories of enforcement actions and that this, along with the numbers of actions taken, is not clearly communicated to residents. As part of the review, the task group requested performance data on Brent's fly-tipping incidents and actions, the group was directed to the Environment Agency's "Fly Capture" report (appendix 3). Fly Capture is a web-based fly-tipping database; it enables councils to submit summary data relating to volumes and types of incidents handled. It was found that there were large variances in numbers as to what was deemed as fly-tipping between each council, thereby making it very difficult to benchmark performance.

Recommendations

- The task group recommends that the term "Fly-tipping" should be changed to "Illegal Rubbish Dumping" (IRD) in communications with residents. Residents rarely refer to dumped rubbish as fly-tipping and there is apparently confusion among some residents about what "fly-tipping" actually means. This is not a good basis on which to communicate with residents about the issue, therefore the task group recommends changing the language we use.
- ❖ We recognise that authorities and bodies outside of Brent will, for the time being, probably continue to refer to illegal rubbish dumping as "fly-tipping", so we accept that we will have to use this language when communicating with them.
- A named officer/s within the Waste Management service should be responsible for continuous monitoring of new methods to tackle IRD, keeping the council abreast of the latest developments and leading improvement practices; not just from other London boroughs and the UK, but from Europe and the rest of the world. The task group supports the behavioural studies that the council is currently participating in as part of the West London Alliance (WLA) and recommends that it should continue to build on this area of work.
- Brent Waste Management service should review its internal benchmarking, looking internally at how we monitor our own performance and should report performance quarterly in public. It is recommended that this is communicated to residents and other councillors via the council's website and Brent Magazine.

- Brent Waste Management should liaise with neighbouring London boroughs to develop a benchmarking network. The West London Alliance (WLA) would be a good place to start as there are links already established. There should also be additional cross-border networking, feeding into intelligence with the aim of bringing forward more prosecutions for trade waste dumping.

8.2. Education

Education and Communication

Education and communication is a big part of how the council can tackle fly-tipping. It would be to the council's advantage to strengthen public relations regarding fly-tipping. One of the main contributing factors is behavioural and changing this behaviour requires communication and education which should be on the ground and should involve engaging directly with residents. The task group found that previous fly-tipping campaigns used "wordy" leaflets that people could not relate to. The average reading age of adults in Brent is 11 years old. Communication should be consistent, clear and delivered at a local level to influence behavioural change.

It is a challenge to reach some groups within Brent and it was felt that we should be encouraging neighbours to speak to and educate each other about responsible recycling. In Brent residents tend to think of where they live on the basis of local place names, e.g. place names such as Harlesden and Willesden not Brent. Often an anti-fly-tipping message can be received and understood much better coming from one's neighbours. Where one lives, as well as how and when one's rubbish is collected, is also important. There are differences and we should be careful that residents do not approach their neighbours with incorrect information or in a hostile manner.

The task group heard from residents who expressed concerns regarding the current Brent systems in place for dealing with fly-tipping. Both residents and task group members understand that in the present financial climate, resources are stretched. However, the level of fly-tipping is high and is on an upward trend. If our current methods are not meeting the needs, then we are bound by necessity to find alternative solutions, such as the Keep Wembley Tidy Model (appendix 4).

New Ways of Working

"Keep Wembley Tidy (KWT) Action Group is a voluntary and non-political organisation that aims to encourage the community; including schools, places of worship and the shops in Ealing Road & Wembley High Road; to work together for a cleaner, greener, safer area in which to live. KWT have over 450 members signed up who are passionate and contribute extensively to raising awareness of illegal rubbish dumping in the community. The group was formed after residents met with local councillors to express their concerns about high level of littering and dumped rubbish on the streets of Wembley Central & Alperton. Since this time KWT has consulted with a number of other groups in Brent, who have similar experiences, to help us improve their knowledge. The group actively engages with Brent Council and Veolia to make recommendations and highlight problem areas and hotspots. KWT objective is to work within the law, to present the issues affecting their community".

Chirag Gir- Keep Wembley Tidy Coordinator

It was felt that supporting existing groups was very important and that local ward councillors could find and nominate guardians, working closely with Veolia, running programmes for residents and councillors. Communication and good working links would be vital to ensuring success. Language is a barrier to communication and education, and Brent has a large portion of non-English speaking residents. It is quite possible that many residents do not recognise or understand what fly-tipping is.

Veolia is responsible for educating people on fly-tipping and both residents and the task group feel that this is an area that will make a large impact on tackling fly-tipping. Therefore it is vital to ensure that we work together strategically and that only well thought out targeted messages are delivered. Residents also pointed out that Brent and Veolia should be more visually linked out in the community (more joint branding), as often residents are unaware that Veolia is contracted by Brent. The task group specifically highlighted religious, community organisations and community advocates as a vital link to reaching residents and getting our messages across. Veolia is going out to schools with road shows, but these are the easy groups and we need to tackle the harder groups to make more impact.

Officers discussed the reduction of staff in the trade/business waste team. There is only one officer. The officer makes regular visits and where conditions are breached can fine £300; there is a high turnover of shop ownership in Brent, which does make it difficult to keep track of all the changes. Using new and/or currently organised groups in a structured way with “street watchers or Guardians” could support the council. However, we also need to find the right model that will make it easy with less bureaucracy. The task group very much support developing a model that can be duplicated across the borough, sharing best practice, guidance and support, with additional support from the council.

It was found that it is often difficult for residents who are non-car users to responsibly dispose of waste or take large items or large amounts of waste to a recycling depot. The council does have an excellent special collections service. However, the current collection time wait is 4-5 weeks; at which point, some residents may decide to dispose of these items in a less responsible way. This adds to the issue and more than likely will be picked up by Veolia anyway. Currently Veolia can only pick up 90 items per day. This is clearly not enough to meet the level of demand in Brent. There are many sites like Freegle and Freecycle that will pick up and recycle unwanted rubbish for free. Perhaps there is a way to further publicise these and other such services to residents, through the council website, Special Collection phone-line, community groups and Veolia.

Recommendations

- Constitutionally empower “Community Guardians” by appointing, through an agreed selection process, figure heads like the chair of Keep Wembley Tidy. Councillors can support this by identifying suitable candidates. These guardians are to be given a profile on the council’s web page, support and resources from the council and Veolia; to tackle illegal rubbish dumping in their appointed locations.
- It was identified in the task group’s research that residents often identify with different place names than the wards in which they live. The task group is recommending that the community guardians structure in Brent is mapped in the following village localities and guardians are allocated to these areas:

Wembley	Dudden Hill	Kensal rise
Kenton	Neasden	Stonebridge
Queens Park	Sudbury	Kilburn
Harlesden	Alperton	Willesden

*This list is intended as a guide and residents are of course free to suggest the names for their own campaigns, as well as the areas these campaigns cover. Keep Wembley Tidy covers Wembley Central and Alperton wards, and it is suggested that campaigns should not overlap with one another. This approach should be integrated with the voluntary Community Action Groups.

- Guidance and a code of practice for the community guardians and village areas should be drawn up and agreed by officers and residents. This should include action days and identifying and evidencing illegal rubbish dumping hot spots. Village websites should also be linked to the council's waste management web pages.
- It will be a priority of the community guardians, councillors, officers and Veolia to devise and produce a 'Brent Against Rubbish Dumping Charter', which Businesses, HMO Landlords and Estate/Letting Agents will be encouraged to sign up to and display publicly.
- It will be a priority of the community guardians, councillors, officers and Veolia to engage with places of worship, youth clubs and sports clubs to engage and promote the Brent Against Rubbish Dumping Charter.
- The process of reporting IRD should be clear and straightforward, so that both residents and officers know what is to be expected and how and when there will be communication between parties. This should be documented on the council's IRD web page.
- Brent waste management and Veolia should liaise with Brent education and Brent schools partnership to ensure that there is a strategic anti-illegal rubbish dumping programme going into schools, aimed at both primary school and secondary school level. The programme should be continuous and target 100% of schools on an annual basis, encouraging schools to sign up to the Brent Against Rubbish Dumping Charter. Progress should be reported on the council waste management web page on a quarterly basis.
- Business liaison should be part of an officer's role; this should include an evaluation of any non-monetary incentives that can be offered. Brent should encourage businesses to sponsor a bin or bins, as a result of which businesses will become certified and will be allowed to display a Brent Council sign stating that they are opposed to IRD.
- Additional resources should be invested in to the Special Collection Service, so that items are collected sooner and the number of bulky items illegally dumped is reduced. Other alternative options for waste disposal and recycling should be promoted with direct links on the council's web page and offered on the phone when residents call to request Special Collection Services such as Freecycle and Freegle.

8.3. Enforcement

CCTV

Some local authorities have had success in using CCTV as an effective deterrent against fly-tipping as in the case of Durham County Council (appendix 5), who last year installed additional cameras at various hotspots as part of “Operation Stop It” - their biggest-ever crackdown on fly-tipping - in a bid to deter people from fly-tipping and to provide crucial evidence when prosecuting those who do. In May 2104 Durham were investigating 17 suspected fly-tipping incidents taken from footage using cameras. Since the launch of ‘Operation Stop It Durham’, there has been a decrease in fly-tipping incidents. CCTV was used as an integral part of a wider approach which aims to educate households and businesses of their duty of care when it comes to disposing of waste while taking action against those who flout the law.

The LB of Hillingdon has used CCTV to monitor fly-tipping hotspots for over 10 years and over time enabled a number of prosecutions to take place. These numbers have varied, for example in 2008 there were 23 prosecutions and in 2009 there were 20. These fixed fly-tipping cameras have reduced the amount of fly-tipping in these locations, but have not eliminated it completely.

The number of prosecutions has dropped in recent years and there are many reasons for this, including:

- Offenders conceal their identity, so that visual recognition is difficult
- CCTV images are only rarely useful as evidence without supporting evidence - identification by CCTV image is quite easily refuted by the defence as not being clear enough, especially if hoods or hats are being worn
- Even if a facial image is good, it may not lead to the identity of the offender without additional information such as a registration number
- Vehicles frequently have false number plates, so when we have an image of a registration plate this often does not lead to the identification of the offender
- Fly-tipping occurs in an increasingly wide range of locations such as garages and alley ways and it is not possible to cover all of them with cameras

Brent currently uses its CCTV resources to capture fly-tipping (appendix 6). However, the task group feel that a more strategic targeted approach is needed.

Prosecutions

The Brent and Kilburn Times names and shames publicly. This is a very powerful tool. Not every penalty will lead to a prosecution. This will depend on the severity of the offence. The council has an enforcement team which is made up of five officers who are dealing with over 1,000 cases. It is not possible for the council to name and shame until the suspect has been proven guilty in a court of law. If there have been successful prosecutions (7 this year), it is communicated and posted on the council’s website.

In total, Brent dealt with 700 waste enforcement actions across all waste related offences; this included fly-tipping and littering, as well as not having suitable trade waste disposal arrangements in place. Waste enforcement actions – i.e. actions where an enforcement

outcome against an individual or organisation has been achieved based on a proven and/or admitted waste related offence include the issuing of:

- Recorded verbal warnings
- Written warnings
- Simple cautions
- Simple cautions with costs
- Fixed penalty notices
- Achieving a prosecution result in court

In terms of our prosecutions register figures, Brent can only legally publicise successful court convictions— hence the lower figures as these only represent 1 of these 6 actions we can possibly take against offenders.

The prosecutions register figures show that there are 14 successful waste enforcement prosecutions either for dumping, littering or trade waste (Waste Transfer Notes) related offences on the register in 2014. There are a further 12 successful waste enforcement prosecutions for 2013 – most of which are for trade waste offences, however one of them is for fly-tipping. Many of Brent's other successful waste enforcement cases for 13/14, including fly-tipping, did not make it onto the register because they were concluded without court action either through the use of warnings, cautions or fixed penalties - which Brent is unfortunately not allowed to publicise.

The National fly-tipping prevention group and its supporters are seeking to both draw on and influence Government policy and legislation to tackle fly-tipping and empower those involved with taking enforcement action or the administration of justice or deterrents such as sentencing of fly-tipping offences. Government action to tackle fly-tipping is centred on the legislation and functions of local authorities and the Environment Agency and supporting delivery by others. Consideration is also being given to whether the current levels of fines and sentencing are enough to disrupt illegal operations and provide a sufficient deterrent particularly for more serious, persistent and organised waste crime. In addition, work on the effectiveness of the Proceeds of Crime Act 2002 and whether it could be used to better effect is under consideration with the Environment Agency and local authorities;

- Whether successful prosecutions are sufficiently visible and whether magistrates have enough information or training about sentencing for waste crime.
- Whether a fixed monetary penalty could be introduced as a means of dealing with smaller instances of fly-tipping. The Local Government Association, supported by others including the Chartered Institution of Wastes Management, has called for this option to be explored as a potential tool, alongside prosecution, in the fight against fly-tipping.

There is general agreement that the penalties available for fly-tipping are adequate and capable of acting as a real deterrent to offending. The maximum penalties for fly-tipping on summary conviction are a £50,000 fine and/or twelve months imprisonment, and on conviction in a Crown Court an unlimited fine and/or five years imprisonment. However, there is limited understanding of these within the population as a whole. Information about penalties is included on some local authority websites but could be adopted by others. Dissemination by local groups and trade associations would also help. Publicity around successful prosecutions by the Environment Agency, local authorities or others could also help raise awareness that fly-tippers are caught and punished and help deter others from the activity.

The task group learned that all businesses need to have a trade waste agreement/contract; trade waste cannot just be put in a black bag. These agreement/contracts mean that traders have signed up for the waste to be collected and they are issued trade waste bags. But businesses can put out two or three normal black bags along side one trade waste bag, essentially preserving their stock of trade waste bags and having their waste collected for free. Unless there is evidence tying those black bags to that establishment, there is no definite way to prove that business is abusing the system. When traders are found with exposed food waste that attracts vermin or pests, S47 notices were served. Traders then have 28 days in which to comply.

House in Multiple Occupation (HMO) Selective licencing

Brent runs three licensing schemes;

Mandatory Licensing Scheme	It is a legal requirement that Houses in Multiple Occupation (HMO's) of three or more storeys occupied by five or more people, making up two or more households must be licensed under the Government's national Mandatory Licensing Scheme.
Additional Licensing Scheme -	It is a legal requirement that all privately rented properties occupied by three or more people, making up two or more households will also require a property licence regardless of the number of storeys in the property.
Selective Licensing Scheme (1 st January 2015)	It is a legal requirement that all privately rented properties in the wards of Harlesden, Wembley Central and Willesden Green must have a property licence.

In section 12 “Refuse and Waste “(appendix 7 & 8) of all the Brent licencing schemes conditions, it states;

“The licence holder should provide a sufficient number of external rubbish bins for the occupiers to dispose of waste. They are also responsible for ensuring that any kind of refuse which the council will not ordinarily collect (e.g. large items of furniture, hazardous waste etc.) are disposed of responsibly and appropriately”.

As part of the task group’s work it reviewed heat maps showing prevalence of fly-tipping and HMO’s (appendix 9 & 10). There is not much in the way of noticeable correlation, Mapebury and Willesden Green; where there are high levels of fly-tipping do have high levels of HMOs, however but so does Harlesden, where there are fewer HMO’s². While there is no proven evidence that HMO’s are linked to increasing fly-tipping incidents in Brent. Rental properties in general, rather than just HMOs, are more likely to produce waste as residents move home more frequently than owner occupiers. A particular issue is mattresses, which are commonly found dumped, possibly as a result of being replaced following the change of a tenancy.

The task group believes that this is a missed opportunity to communicate the anti-fly- tipping message and that this section should include further information on Brent’s waste and recycling protocols, including fly-tipping laws and enforcement actions. The task group also found that there are still areas for improving the selective licencing scheme, mainly around

² This represents only the licenced HMO’s, there are a large number which remain unlicensed. The fly-tipping location is by street and not the precise spot it occurred.

effective communication. It was found that if landlords lived outside Brent, it was possible they may have not received the information to register or seen the local advertising. There were also issues with landlords not understanding how to register or not recognising that they were indeed landlords; where properties have been sub-let without their knowledge. There is currently further planned work to be done on the communications strategy with a focus on tenants and neighbours, and possible plans for expanding the Brent report app to include reporting HMO's.

The task group were also concerned with the method in which the HMO team are identifying HMO properties. Currently the team use a tried and tested successful formula to identify HMO properties, which includes information from a number of data bases (council tax, benefits, doctors register etc.) and is approx. 95% accurate. The team will then write to the home owners giving 14 days to respond, a second letter is send out if nothing is heard; the team will then visit the property. Members are concerned that this time frame gives "rogue" landlords time to move tenants out and then re-let once the council has concluded its investigations.

Recommendations

- The task group recommends the formation of a strategic approach between Waste Management Enforcement services and the CCTV service to ensure more use of the current CCTV provision to monitor IRD hotspots. It is understood that this will require collecting evidence and providing a supported case for each camera.
- ❖ The task group endorses all of the recommendations on IRD made by the concurrent CCTV task group.
- Waste management services, specifically trade and Environmental health services, must work together more strategically; sharing information and working on joint visits where there is clear intelligence that there are crosscutting priorities.
- A strategic approach between Housing Enforcement and Waste Management Enforcement services via Veolia should be formed to ensure that HMO landlords are educated as to their responsibilities regarding waste disposal for themselves and their tenants.
- Enlist the support of night workers such as black cab drivers and night bus drivers to use the cleaner Brent app and report any perpetrators of IRD. This could be achieved by contacting taxi firms and Transport for London to explain our case and by asking them to cascade our request down to workers. The council would in turn be able to release positive press stories about these organisations.
- We will look to pre-capitalise on new fly-tipping legislation, to be brought forward next year, by following a similar model to Ealing Council, as below:

'The council has teamed up with Kingdom Security to provide dedicated teams of uniformed officers in the borough. Kingdom Security will work with the council's environmental enforcement officers, providing a high-profile deterrent and issuing £80 fines. Operating initially on a one-year trial basis, Kingdom Security is working at no cost to the council. Instead they will take a share of the fines they issue'.

- The council should work with other local authorities and the National Fly-tipping Prevention Group to lobby the Government for more effective enforcement powers.
- The selective Landlord licensing scheme should be reviewed annually and reported on publicly with statistics on how effective the scheme has been, where it has been effective, areas where the council can strengthen its enforcement and any lessons learnt.
- The landlord licensing guidance should have more detail in the wording regarding waste & refuse, so that it is harder for landlords to avoid discharging their responsibilities effectively.
- ❖ The most referenced licensed scheme is that of Newham Council's. Newham's licensing condition in respect of waste simply requires that "No refuse shall be kept in the front or rear garden other than in an approved storage container for that purpose".
- Leaflets about Brent's waste disposal policies should be inserted into the guidance so that landlords can give them to tenants. The leaflet/insert scheme should also be rolled out to estate & letting agents.

8.4. Impact

Fly-tipping poses a threat to health and safety and domestic waste can attract vermin which spread diseases, something which greatly concerns the task groups. Foxes were cited as a big problem as they destroy black bags and spread rubbish. Brent spent £425,399 on clearing fly-tipping in 2013/14, funds that could be spent on services that are much needed and fundamental to some of our most vulnerable residents. The task group considered the impact of fly-tipping on the reputation and character of the borough and how badly we are perceived. Wembley is a national treasure. However, levels of fly-tipping blight our communities and the reputation of the borough is suffering. Brent is a bright, vibrant and diverse borough, but was recently dubbed as one of the worst places to live in the UK. Whilst we do not accept this characterisation and recognise that particular survey was largely about cost, increasing fly-tipping levels do nothing to help our cause.

The task group held four discussion groups and it was raised on more than one occasion that residents do not want to pay the cost of the garden waste collection. Many residents have expressed that they have seen an increase in the fly-tipping of garden waste. To date, 19,000 Brent residents have signed up to the green waste collection. The task group feels that this should be more widely publicised. The Waste Management team stated that there has been no increase in the tonnage of garden waste and on the streets this is measured visually. The task group felt that this needs to be monitored and measured in a more quantitative method. A report on the garden waste collection service is scheduled to be heard by the scrutiny committee early next year.

Recommendations

- Further investigation is required into the impact of the garden waste collection charges. Cabinet should review its effectiveness from a cost and efficiency perspective, annually until 2018.
- Owing to the lack of quantitative data to evidence the effects of the garden waste charge at this stage, officers should review and report the effects of its first year in operation. Officers should devise logical metrics against which it can compare its performance annually until 2018.
- The number of Brent residents that have signed up, and continue to sign up, to the Garden waste collection service should be more widely publicised. The Brent website and Brent magazine should be the media for this.

8.5. Publicity

Publicity and communication are closely linked and one of the things that residents repeatedly raised at the task group's discussion meetings was the lack of publicity on key anti-fly-tipping information. It was felt that many of the key messages which were recognised as major deterrents were not fully publicised. In all the research the task group reviewed, it found that publicity around successful prosecutions sent a strong message and raised awareness that fly-tippers are caught and punished, which deterred others from the activity.

The Brent 2012 publicity on fly-tipping was raised at the task group discussion meetings. It was felt that that publicity campaign did not reach the ground and was not as effective as it could have been. Residents felt that the tobacco paan spitting campaign was very successful. They felt the campaign was proactive and was spearheaded by enforcement. Once residents knew that people had been caught and been fined, the word spread and people stop doing it. It is the task group's opinion that successful communications are most effective at local community levels.

Many of Brent's tools for tackling fly-tipping are not widely publicised, specifically the Cleaner Brent app. This is an excellent tool and the task group commend the council on this initiative. However, members of the task group and ward councillors found that many residents, including those with keen community interests were unaware of the apps existence. Fly-tipping is such a huge issue that communication and publicity need to be continuous. The Brent Magazine is another of the council's tools which is under-utilised as many residents read and make use of the information provided. This is an excellent medium for publicising quarterly enforcement action statistics.

The KWT model has had much success, but this is not the only way in which current resources can be used in alternative ways. Many local authorities, such as City of Edinburgh Council 2015 project, in conjunction with Zero Waste Scotland (appendix 11), have found the use of social media and other mediums effective as long as the dialogue is kept simple. Very visual and signs can be used. Posters are only one-tenth of what is needed to be done in conjunction with other preventative methods. Our approach needs to be a combination of leaflets, community guardians and social media. In Kilburn and Harlesden, a face to face approach has worked very well.

Another members of the task group stated that often people can speak a language but cannot read that language. It was agreed by all that showing residents via word-of-mouth and face-to-face contact was much more effective than leafleting. Talking to people face-to-face and empowering people and groups in formal structures to work alongside the council is what is required.

Recommendations

- Future publicity about IRD should be continuous, mainly word-of-mouth and not confined to one-off PR campaigns. The last major PR campaign in 2013 involved large, difficult-to-read signs under which rubbish was dumped. It also saw photo opportunities to show the lead member was determined to deal with the issue, but officers confirm that it had little tangible impact on levels of IRD.
- Officers, councillors and community guardians need to visit relevant local meeting places – whether they be religious meeting places, youth clubs or sports clubs – to pass on the council’s messages about IRD and how communities can work with Brent to tackle it.
- Leafleting campaigns led by the council and voluntary groups should be in multiple languages, appropriate to the socio-dynamics of the local area.
- Any future communications should also be easy-to-read with no conflicting messages. This should be backed up with targeted local advertising. Brent London Underground and National rail stations are prime locations for such advertising.
- The Cleaner Brent App requires further publicity, and probably a re-launch, as not enough people are aware it exists. There should be further publicity on the web and in the Brent magazine.

9. CONCLUSION

This review into fly-tipping, or “illegal rubbish dumping” as we are now to call it, has been wide-ranging, exhaustive and thorough. Importantly, it has involved significant public consultation, rather than a simple examination of internal processes. Two members of the full task group are members of the public and they have made extremely valuable contributions. Moreover, we have held several public meetings to engage residents and we have invited contributions via the local press.

This review has been the opposite of a PR exercise and it has focussed on ruthlessly examining Brent’s strategy for dealing with illegal rubbish dumping. The task group concluded that Brent most certainly does have a significant issue with dumping and the council needs to look again at developing comprehensive strategies for dealing with the issue.

This review has set out initial recommendations for developing such approaches, all of which I hope will be adopted. However, this review should only be the first stage in a reworking of Brent’s methods for dealing with what is one of the most serious issues the borough faces. I

hope that this review will go some way towards putting this issue at the forefront of the minds of my fellow councillors and members of staff.

Brent is a wonderful, vibrant, diverse place in which to live and we should be proud of our multi-cultural heritage. We owe it to the decent, hardworking, proud majority of Brent residents to find ways to keep our environment clean and healthy and safe. Brent is a place to which millions of people of all ages flock to see international sport, music and entertainment. We should aim to make those visitors as proud of Brent as we already are.

The clean-up of the Brent that we love is the fundamental aim of all of the recommendations in this report. I hope very much that this aim will be achieved in the coming years.

10. PARTICIPANTS, REFERENCES AND APPENDICES

Participants

London Borough of Brent:	Director of Community Services
	Brent Waste Management Services/Public Realm
	Brent Waste Enforcement Services/Public Realm
	Brent Housing Enforcement Services
Government Agencies	DEFRA
Non Government Organisations	Keep Wembley Tidy
	Brent REACH
Brent Partners	Brent Housing Partnership
	Veolia
Brent Resident Groups	Heather Park Neighbourhood Watch
	Dudden Hill Residents Association
	Sudbury Town Team
	St Raphael's Housing Estate Residents Association
	Vale Farm Residents Association
Other Local Authorities	Kent County Council
	LB Haringey
	LB Harrow

References

Fly-tipping: Causes, Incentives and Solutions, A good practice guide for Local Authorities
University College London, July 2006

Fly-tipping Partnership Framework: The National Fly-Tipping Prevention Group, 2014

City of Edinburgh Council project, in conjunction with Zero Waste Scotland 2015

Durham County Council "Operation Stop It"

London Borough of Hillingdon Fly-Tipping in the Borough and the use of CCTV as a method of surveillance, 2004

Appendices

Appendix	
1	Fly-tipping: Causes, Incentives and Solutions, A good practice guide for Local Authorities, University College London, July 2006
2	Fly-tipping Partnership Framework: The National Fly-Tipping Prevention Group, 2014
3	DEFRA Fly Capture Data 2013/14
4	About Us: Keep Wembley Tidy Action Group
5	Durham County Council "Operation Stop It"
6	LB Brent Geographical Information System (GIS) CCTV Fly-tipping report
7	LB Brent Selective Licencing Conditions
8	LB Brent Additional and Mandatory Licencing Conditions
9	LB Brent Geographical Information System (GIS) Fly-tipping heat map
10	LB Brent Geographical Information System (GIS) HMO heat map
11	City of Edinburgh Council project, in conjunction with Zero Waste Scotland 2015
12	Scrutiny Fly-Tipping Task Group Terms of Reference

**Scrutiny Committee
Forward Plan 2015/16
November 2015**

Date of Committee	Agenda items	Responsible officers
Thursday 5 November 2015	<ul style="list-style-type: none"> • Local Safeguarding Children's board Annual Report • CCTV task group report • Fly-tipping task group report 	<p>Independent Chair of Children's Safeguarding Board.</p> <p>Chair of task group</p> <p>Chair of task group</p>
Wednesday 2 December 2015	<ul style="list-style-type: none"> • South Kilburn Regeneration • Commissioning of GP Contracts • SEN and Disability Transitional Arrangements 	<p>Andy Donald, Strategic Director of Regeneration and Growth. NHS London and Brent CCG</p> <p>Gail Tolley, Strategic Director Children and Young People.</p>
Wednesday 6 January 2016	<ul style="list-style-type: none"> • Budget Scrutiny Report • Update on the impact of the charging for Green waste collection. • Safer Brent Partnership – update on progress. 	<p>Chair of Scrutiny</p> <p>Lorraine Langham, Chief Operating Officer</p> <p>Chair of Safer Brent Partnership</p>
Tuesday 9 February 2016		
Wednesday 24 February 2016	<ul style="list-style-type: none"> • School Achievement Report 	Gail Tolley, Strategic Director Children and

		Young People
Tuesday 5 April 2016	<ul style="list-style-type: none"> Adoption – implications of changes to national policy guidance. 	Gail Tolley, Strategic Director Children and Young People.
Tuesday 26 April 2016	<ul style="list-style-type: none"> Annual Report of Scrutiny Committee 	Cathy Tyson, Head of Policy and Scrutiny
Tuesday 21 June 2016		
Wednesday 13 July 2016		

2014-15 Scrutiny Committee Meetings – Key Comments, Recommendations and Actions

Meeting Date	Item	Comments and Recommendation	Action
6th August 2014	Central Middlesex Hospital Closure Assurance Transforming Healthcare in Brent	That an update be provided on the Central Middlesex Hospital A&E closure assurance at a future meeting of the committee. That a further report updating the committee on the progress made in relation to transforming healthcare in Brent be submitted to a future meeting of the committee.	Clearer understanding of the action plan proposed. Further transparency of plans between the CCG and Brent Council.
	Call In - Changes to Recycling and Green Waste Collections	An outline of the suggested course of action of the Scrutiny Committee is to: • Seek a report responding to the concerns outlined. • Question lead member and senior officers and the leader. • If necessary, set up a very brief task finish group to examine these issues in more depth. (i) that the decisions made by the Cabinet on 21 July 2014 regarding changes to recycling and green waste collections be noted; (ii) that a review be held following a period of 9 months; (iii) that efforts should be made to ensure the removal of the green waste bins be as close as possible to 1 March 2015 to minimise inconvenience to residents.	More consideration given to the impact of residents. Ensure that longer consultation is considered for such matter in the future.
	Scope for Promoting Electoral Engagement Task Group	The scope and timeline for the task group on Promoting Electoral Engagement as set out in Appendix A to the report was agreed.	
	Budget Scrutiny Panel - Terms of Reference	The terms of reference for the Budget Scrutiny Panel as set out in Appendix A to the report was agreed.	
9th September 2014	Closure of A&E at Central Middlesex Hospital	That an update on performance at Northwick Park Hospital Accident and Emergency Department to be provided to the committee in six months time.	Further information on the progress and performance of NPH and A&E services. Holding these services to account on improved performance for residents.
	Parking Services Update	That Cabinet be requested to reappraise the existing arrangements for visitor parking permits, taking into account the serious concerns expressed by the Scrutiny Committee	Equality impact assessments to be reconsidered

	Proposed Scope for Scrutiny Task Group on the Pupil Premium	<p>and members of the public.</p> <p>It was proposed that the task group also examine qualitative data regarding the activities undertaken by schools. He advised that holistic activities which aimed to meet emotional as well as academic needs were also very important for a child's development and attainment. It was emphasised that some enrichment activities did not deliver immediately observable results and that this should be considered when looking at the period of study. It was further suggested that the task group engage with parents and children to discuss their experiences.</p> <p>The scope and time scale for the task group on the use of the Pupil Premium, attached as Appendix A to the report was approved with the condition that the recommendations be incorporated.</p>	Recommendations made were incorporated in the tasks group's scope of work.
1st October 2014	North West London Hospitals Trust Care Quality Commission inspection compliance action plan	<ul style="list-style-type: none"> • Members asked for further information on plans in respect of major emergencies and emphasised the importance of ensuring key roads were open as is this had been an issue, for example, during the 7 July 2005 London bombing incidents. • Members also asked whether the planned additional beds at NPH had happened and if so how many. The committee sort views with regard to the progress made since the CQC inspection and how confident was the Trust that the action plan would achieve the objectives and within the timescales set. <p>The Chair requested that a report be presented to the committee in about two months' time updating them on progress with the action plan, including whether the measures listed were on target to be achieved within deadlines set. In addition, any members who had questions requiring specific details were to submit these to Cathy Tyson (Head of Policy and Scrutiny, Assistant Chief</p>	

		Executive Service) who coordinate responses from NWLHT.	
Local Safeguarding Children Board annual report		The Chair stated that a briefing note updating the work of the task group on the Pupil Premium would be provided to members. He emphasised the importance of safeguarding children and welcomed the report.	Gaps in the report which the committee raised have been considered and will be included in the next annual report
Draft school places strategy		<ul style="list-style-type: none"> • Whilst members appreciated the opportunity the presentation gave for pre-scrutiny prior to a report going to Cabinet, enquired whether officers were confident that primary schools could maintain educational standards as they got larger. • Members also asked whether placing Special Educational Needs (SEN) pupils was relatively trouble free. A question was raised as to whether schools in the north of the borough were taking more pupils than those in the south and where could details be found of pupil numbers throughout the borough. Another member asked whether school expansion posed risks in terms of whether there was sufficient infrastructure in place. <p>The Chair concluded discussion by acknowledging the large interest from members and other councillors on this item and in noting the improvement in placing pupils in the last two years. However, he emphasised the need to sustain progress and requested that school places be considered at a Scrutiny Committee meeting in around two months' time.</p>	
Children's centres		<ul style="list-style-type: none"> • Member suggested that the children centres were concentrated in a particular area and neglected the north of the borough. Members sought advice on what members should be focusing on in view of the fact that the report had already been approved by Cabinet. • A member sought clarity that the children's centres provided for those children up to and including four years of age. In noting that children were entitled to nursery places between two to three years of age, she sought further reasons for how children's centres were being 	

		<p>used.</p> <ul style="list-style-type: none"> • In respect of the Barham Park building, it was noted that there were proposals for a nursery to be included; however sought clarity on this matter as Barham Park Trust had stipulated that the building was for community use only and the lack of consultation on this proposal had also angered residents. <p>The Chair commented that the long term future of the children's centres would be clearer in around four months time and he requested that an update be provided to the committee at around that time.</p>	
3rd November 2014	Employment, Skills and Enterprise Strategy consultation	<p>The Chair acknowledged the substantial work that had been undertaken in developing the strategy and the progress made so far. He requested that a progress report on the strategy be presented to the committee in two to three months' time.</p>	
	Overall impact of the Benefit Cap in Brent after one year of implementation	<ul style="list-style-type: none"> • Member asked if any lessons had been learnt since the OBC had been introduced and had there been any surprising developments. • Members also asked if there were any strategic issues that needed consideration in the future. In respect of resource issues, comments were sought about how significant these were and what were the expectations in the medium term. A question was raised as to where customers who moved out of the borough were moving to. • A member asked if the council was able to assist Brent CAB in dealing with the increased demand that they were struggling to cope with and was there any help for single under 35 year olds on Benefits. <p>The Chair explained that this item had been requested shortly before the meeting and this is why a presentation had been given. The importance of continuing to engage with residents about welfare reforms was emphasised and it</p>	

		was requested that the committee receive regular updates on this issue.	
26th November 2014	Care Quality Commission Quality Compliance and Quality Improvement Action Plan	<ul style="list-style-type: none"> Members sought an update was sought on Delayed Transfers of Care, responding to the committee's queries <p>NWLHT advised that the CQC had commented on the open and frank culture amongst staff.</p> <p>That an update on the progress made in addressing the recommendations of the CQC be presented to a future meeting of the committee.</p>	
	Local Impact resulting from Changes to maternity, neonatal, paediatric and gynaecology services at Ealing Hospital	<p>The committee questioned what contingency plans were in place if it was found that the proposals were not feasible or appropriate. It was questioned whether similar modelling had been undertaken regarding the anticipated dispersal of service pressures for A&E units following the closure of the unit at Central Middlesex Hospital (CMH).</p> <p>That the committee be provided with an update on the implementation of the proposed changes to maternity, neonatal, paediatric and gynaecology services at Ealing Hospital at a future meeting.</p>	
	Developing Central Middlesex Hospital	<ul style="list-style-type: none"> The committee sought further information regarding the provision of in-patient mental health service at the Park Royal site. Queries were raised regarding the consultation activities undertaken, including the number held and how they were advertised. Further details were sought regarding the services available in the North of the borough and the procedures in place to deal with large scale health emergencies. A view was put that consultation on changes to primary care had been poor. Councillor Daly requested that details of the number of beds to be removed across North West London under SaHF be provided to her in writing. <p>(i) That the update report be noted</p>	

		(ii) That further information regarding the proposals for Central Middlesex Hospital be provided to the committee in writing and include a breakdown of the financial implications of the proposals.	
	Promoting Electoral Engagement - Scrutiny Task Group report	That the recommendations of the 'Promoting Electoral Registration' task group as detailed in the report be endorsed.	Since the report was agreed by service areas, the Programme Management Office has been tasked with developing a project to support the implementation of the recommendations. The Project started in January 2015 with an advertising campaign. The team have completed promotional activities and are now focusing on outreach and community engagement activities. Since the beginning of the project voter registration has increased by 2768.
6th January 2015	Safer Brent Partnership Annual Report 2013 - 2014	The Chair welcomed the SBP report and stressed the need to continue dialogue between the partners in the SBP and the community. He requested that the committee receive an update on the work of the SBP in around six months' time.	Refocus on VAWAG stats, number may be going up, but this is due to more confidence in reporting and better recording of incidents.
	Interim feedback from the Budget Scrutiny Task group	Members suggested that the Investments and Pensions Manager be invited to the next Budget Scrutiny Task Group meeting. The Chair concluded by stating that there was still much work to do before the final task group report and the recommendations it would make.	The Cabinet responded positively to the concerns raised and the debates held by the Budget Panel Task Group of the Scrutiny Committee. . The Budget Panel's report and recommendations were included as part of the Final Budget Report which was agreed by the meeting of Full Council in March 2015.
10th February 2015	Current Status of Systems Resilience Group and Winter Pressure Update	<ul style="list-style-type: none"> • The committee commented that they had been told at previous meetings that transferring staff from the closed A&E at CMH to NPH would lead to improvements in staffing levels and clarification was sought as to whether this had been demonstrated. • An explanation of the difference between bank and agency staff was requested and members asked what the 	

		<p>ring fenced grant in respect of delayed transfers of care was specifically for and what was the size of the grant.</p> <ul style="list-style-type: none"> • Members added that he had a positive personal experience when he had needed to visit the A and E at NPH around Christmas time and the service he received was efficient. <p>The Chair added that in some reports, the information was provided was not always as clear as it could be and was difficult to explain to residents and he asked that this be taken into account in future reports. He asked that an update on the SRG be provided at a future meeting.</p>	
	Brent Education Commission - six month update on the implementation of the Action Plan	<p>(i) that the contents of the report be noted and that a further update be received in the autumn of 2015;</p> <p>(ii) that the introduction of a proportionate approach to school improvement and the more robust challenge offered to schools at risk of underperforming be welcomed; and</p> <p>(iii) that the local authority's role in progressing a shared approach to supporting schools with its key educational partners, including Brent Schools Partnership and the two Teaching School Alliances be welcomed.</p>	
	Annual report academic year 2013-14: Standards and achievement in Brent schools	<p>The Chair requested that an update on this item be presented to the committee at a meeting in the autumn of 2015.</p> <p>(i) that the priorities proposed for 2014-15 intended to accelerate improvement be noted; and</p> <p>(ii) that the progress made in the overall performance of Brent's primary schools in 2013-14 be welcomed.</p>	
11th March 2015	Update on Customer Access Strategy	<ul style="list-style-type: none"> • Members asked whether the testing would be undertaken borough wide and it was commented that the triage system had worked well to date and asked whether there was training for staff in dealing with particularly complex issues. • Members also asked what would be ideal way in which residents would describe the service they had 	

		<p>experienced as far as the council was concerned.</p> <ul style="list-style-type: none"> • Members sought further information on what service areas had been underperforming and how was misdirecting of calls by the switchboard being monitored or picked up. In terms of calls reported as misdirected, it was asked if this was formally recorded. • Comments were made regarding a danger of making the council too remote from the community by shifting access via IT and telephony channels and removing opportunities for direct contact with residents <p>The Chair requested an update on this item for the December 2015 Scrutiny Committee meeting. That the progress being made in implementing the aims of the new Community Access Strategy be noted</p>	
	Housing pressures in Brent	<ul style="list-style-type: none"> • Member stated that issue of extensions in rear gardens needed to be investigated more. • Another member queried whether information held on landlords was confidential and • Member commented that it was regretful that the large housing stock the council had in the 1980s had been eroded by selling a significant proportion to housing associations at lower cost over the past few decades. It was added that he felt that the council's Pension Fund should invest more in housing. <p>The Chair requested an update on this item in six months' time, including details of the number of people who were leaving the borough. That the report on housing pressures in Brent be noted.</p>	
	Unemployment and Work Programme providers	The Chair emphasised the importance of the non disclosure agreement being reached between the Work Programme providers and the council. He added that it would be useful	The issue of cooperation with work programme providers has been highlighted and a greater urgency to

		<p>if there could be more information on how the council could assist Work Programme providers and their clients and that there needed to be a more joined up approach. He requested that the committee receive updates on unemployment levels and Work Programme providers on a quarterly basis.</p> <p>That the report on unemployment levels in Brent and the Work Programme be noted.</p>	<p>resolve some of the minor partnership issue is now at the forefront to the committee's agenda. Non disclosure agreements are being completed.</p>
30th April 2015	Environmental Sustainability Agenda	<ul style="list-style-type: none"> • In the subsequent discussion, the committee queried the ways in which the council could effect behavioural change regarding waste and recycling amongst residents and businesses. • The committee also questioned how retailers could be encouraged to reduce packaging and the financial benefit for the council of improved recycling rates. • Members sought further details regarding relationships with partner agencies, such as TFL and Northwest London Hospitals Trust. With regard to the former, it was queried what work had been done to identify pollution hotspots in the borough, whether there was any correlation with bus routes and how active reporting could be encouraged when buses were left running whilst parked. • The committee raised several queries regarding air pollutants and the use of diesel fuel, seeking information on when TFL would be introducing non-diesel buses, how the council would encourage the use of non-diesel private and commercial vehicles, how traffic flow could be improved across the borough and the number of charging points provided in Brent for electric vehicles. • Further information was sought regarding the work done with property developers across the borough, in recognition of the challenges for the existing infrastructure of increased road users. • Officers were also asked to comment on whether consideration had been given to seeking an extension of 	<p>Highlight to the committee the work undertaken across key service areas to address the issue of sustainability. Focusing on five key areas: transport and travel; air quality; in-house carbon management; street lighting and parking; public realm and waste; and parks and biodiversity.</p>

		<p>the Mayor of London's bike hire scheme.</p> <ul style="list-style-type: none"> • Members requested details of the number of staff responsible for addressing issues of sustainability and whether these were sufficient to support progress in this area. <p>That an update on the Environmental Sustainability Agenda be to the committee in six months time.</p>	
Future Commissioning intentions of Brent Clinical Commissioning	<ul style="list-style-type: none"> • Members questioned the quality of engagement with community groups, emphasised the failure to meet national performance standards in the previous year, questioned what was being done differently to address these issues and sought specific timescales for achieving improvements. • Members queried what action was being taken to raise awareness of dementia amongst different communities, including the provision of materials in a variety of languages. • Members sought clarity regarding Brent CCG spending for 2014/15, noting that having accounted for commissioning for acute and community care there remained approximately a further £80m unaccounted for. • Members further queried the 2014/15 spending on enhanced GP services and the work undertaken to evaluate their success. <p>That an update be provided to a future meeting of the committee</p>		
Use of Pupil Premium Grant Scrutiny Task group	<p>(i) that the recommendations of the task group be endorsed (ii) that subject to Cabinet agreement of the recs, an update on the implementation of the task group's recommendations be provided to a future meeting of the Scrutiny Committee</p> <p>The recommendations of the Pupil Premium Task Group be endorsed, subject to Cabinet approval. The committee</p>	<p>To date, the work done by the task group has raised the profile of the Pupil Premium. It has also encouraged further partnership working by the council, schools, Children Centres, parents, children and all educational providers. The task group has opened up the</p>	

		receive an update on the implementation of the Task Group's recommendations at a future meeting of the committee.	discussions for innovative use of the PPG in Brent.
	Scrutiny Annual Report 2014/15	Committee members were invited to submit feedback on the draft report which would be finalised for the end of May 2015. The draft Annual Scrutiny Report 2014/15 was noted.	The Annual report highlights the work that the scrutiny committee has undertaken this year. Focussing on the part that the committee has played in key council decisions which have lead to improved outcomes and services for residents.
	Equalities and HR Policies and Practices Review and draft Action Plan	<ul style="list-style-type: none"> • Concerns were raised regarding the number of staff failing to receive supervisory appraisals, the implications this had for staff progression and whether managers were using the appraisals as an effective tool to support staff. • Clarity was sought on the policy for medical appointments and assurance was requested that this was not considered a reasonable adjustment for disabled employees. • The issue of unconscious bias was raised and it was strongly suggested that this form a core element of any training provided around recruitment. • Further details were requested regarding the training and support provided to members appointed to the Senior Staff Appointments Sub Committee. • With regard to BME representation at senior management, members queried how the council compared to other boroughs and whether there was an opportunity to learn from the practices of other local authorities. <p>The Chair highlighted the importance of ensuring that there was robust monitoring of the action plan and the committee agreed that an update should be provided on the progress achieved in six month's time.</p>	
16th June 2015	Paediatric Services - CCG	<ul style="list-style-type: none"> • Members requested a copy of the data modelling which was used by Shaping a Healthier Future to assure the CCG of the projections of demand to underpin the case for 	Joint report produced on behalf of Brent Clinical Commissioning Group (CCG) and London North West Healthcare NHS Trust

		<p>transfers of services from Ealing to Northwick Park and the future bed capacity required in the paediatric services at NWP. They also requested the data that will be used to inform reassurance decisions next March.</p> <ul style="list-style-type: none"> • Members request that the Accountable Officer – CCG, provide further details of the financial costs set out in the table at para 2.2 regarding how the same level of paediatric service would be achieved within reduced costs. <p>The committee requested that they receive a further update from the CCG on the information used to reach assurance on the safe and smooth transfer of services at their meeting in February 2016. CCG /NWLHT agreed to this request.</p>	<p>(LNWHT). Provide insight into the Paediatric Services and current provision provided to Brent residents. Highlight the potential impact on Northwick Park Hospital with regards to the impending changes to paediatric services at Ealing Hospital taking place on 30 June 2016.</p>
	<p>Access to GP services Interim Task Group Report</p>	<p>The committee requested that the final report on the access to GP services should include further information on:-</p> <ul style="list-style-type: none"> • Details of the location of GP hubs, public awareness of the GP hub mechanism and any evidence of the public's confidence in their GP. • How the future publicity campaign for GP hubs will be delivered. • Members requested information on how many GP's were sited in single GP practices or in practices with more than one GP. The also requested information on the numbers of GP's who are approaching retirement age. • Information was requested on how many GP practices were experiencing difficulties in recruit trained staff and if this was related to housing costs. Any information on how GP's are addressing recruitment problems. • Information on the numbers of people registered with a GP, number of people not registered and those who may still be registered with a GP in Brent but have moved away. <p>Members requested that the additional information</p>	<p>Interim feedback on the work of the Scrutiny Task Group focused on Access to Extended GP Services and Primary Care in Brent. Provided an outline of the task group scope, methodology and an overview of emerging findings and recommendations.</p>

		requested is included within the final report of the task group on GP services which will be considered at the July meeting of the Committee.	
Brent Public Health Update	<ul style="list-style-type: none"> • Members requests that the financial return for Public Health expenditure made to the Department of Health is also circulated to scrutiny. • Members asked for a detailed breakdown of the numbers of people offered and accepting a health check update by GP practice • It was requested that a breakdown of the drugs and alcohol budget with numbers of patients in treatment by type of treatment is provided to the committee. This should include the indicative figures for the range of spend per patient for different types of treatment packages. • The number of people who have been helped to stop smoking by GP practice. • There was also a request for some future work to be undertaken on the school nurse service. This has only recently come under the councils contracting responsibilities and further work is being undertaken on the future contractual priorities. <p>Members commented that the report while outlining the expenditure and priorities for improving public health did not provide a picture of the impact made in tackling health inequalities. Would like further information on the actual change in prevalence of preventable health conditions.</p>	Highlight new local authority Public Health responsibilities and how the Council is discharging this responsibility as a result of the Health and Social Care Act 2012.	
Access to affordable childcare	<ul style="list-style-type: none"> • Members requested further information on the use of discretionary housing payments to support childcare costs for people moving into employment who have been affected by changes in welfare benefit payments. • It was asked if any work has been undertaken to assess the impact of support given to parents to access employment. 	Focused look at the challenge of providing access to affordable and quality Childcare.	

		Members asked to receive an update on the implementation of the overall Child Poverty strategy in 2016.	
14th July 2015	Brent Housing Partnership - Performance	<ul style="list-style-type: none"> • Questions were asked on the cost of BHP modernising its computer systems, income from leaseholder charges and details of where the charges had been defended against legal action. • Members of the committee questioned the delays in job completions. • Members also asked how cases of anti social behaviour and illegal sub-letting were handled. • Members requested further information from BHP on Void times, complaints, communication with residents, seeking possession and illegal sub-letting. 	An overview of BHP 2014/15 performance, providing a demonstration of how it works to deliver objectives set out by the council.
	Developing Scrutiny Work Programme 2015/16	<p>It was confirmed that the Budget scrutiny panel would be reconvened to consider the budget for 2016/17.</p> <ul style="list-style-type: none"> • The committee asked that a briefing paper be provided on how the protection of pubs had been incorporated into the Development Management Plan. • That a briefing paper be provided on the admissions policies adopted by different types of schools. • That the chair, education co-opted members and a senior officer from the Children and Young People's department meet to discuss the education related topics. <p>(i) That the arrangements and principles for the effective operation of the Scrutiny Committee, as set out in paragraphs 3.1 – 3.6 of the report submitted, be noted;</p> <p>(ii) That the proposed process for defining the annual work programme for scrutiny detailed at paragraphs 3.10-3.14.</p>	Arrangements of the future operation of the Scrutiny Committee and the process for developing a robust work programme.
12th August 2015	The Councils future Transport Strategy	The Committee expressed concern that the strategy was too brief and lacked ambition. Members felt that it lacked evidence in places whilst making certain assertions and was rooted in the possibilities as they related to Transport for	An opportunity for the Scrutiny Committee to review and comment on the councils draft Long Term Transport Strategy (LTTS) before it is submitted to Cabinet.

		<p>London (TfL) and the availability of funding rather than going beyond this into areas where the Council needed to send out strong messages and councillors needed to lobby to address some of the major transport concerns in the borough.</p> <ul style="list-style-type: none"> • Scrutiny Committee recommends that Cabinet defer taking a decision on approving the Long Term Transport Strategy for Brent so that fuller consideration can be given to the points raised on it by the Committee; • Scrutiny Committee requests that Cabinet note the comments made by the Committee and agrees to the recommendations below being more fully addressed in the finally agreed strategy: <ol style="list-style-type: none"> i. The strategy needs to be more ambitious and incorporate reference to schemes on which the Council might need to lobby in order to see them progress. ii. The strategy should not be restricted to only those schemes and improvements that might be supported by TfL and included in LIP submissions, especially bearing in mind the forthcoming London Mayoral Election when a new Mayor will be elected who might have different priorities. There is a need for the serious public transport issues and road usage problems to be addressed. iii. Reference should be included of the Dudden Hill rail line and it's potential. iv. The possibility of a conflict of approach with neighbouring boroughs and the need to develop shared visions with other boroughs on those transport issues at the borough boundary should be articulated. v. Greater focus should be given on equality of access from the different geographical areas of the borough (North/South – East/West). 	<p>The LTTS has been developed to provide strategic direction to the transport investment throughout the borough over the next 20 years (2015-2035)</p>
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	Food Standards Audit	<ul style="list-style-type: none"> Members of the committee questioned Officers and the lead member on structure and staffing of the team. Members made inquire about the numbers and the profile of Brent businesses, with emphases on the risk categories. Members were keen to know what penalties the council could face if improvements are not made. Members wanted to know how the budget for the services was currently being spent and how this related to the improvements required. One Member questioned how the present situation impacted on the health of local residents. <p>The findings of the Food Standards audit carried out in July 2014, the issues arising, response to date and the planned actions were noted.</p>	A detailed look into the July 2014 Food Standards Authority audit of the Councils discharge of its Food Safety Act 1990 duties. The report further highlighted the audit reports findings and the Councils responses including the action plan the Council is using to monitor progress.
9th September 2015	Central and North West London NHS Foundation Trust - Care Quality Commission report and action plan	<ul style="list-style-type: none"> Members were most concerned with the mental health services ad questioned the savings and cuts made by CNWL and where these cuts had been made. Members were concerned with the number of patients absconding from units and asked for further clarification on patients who were subject to section 17. 	The published Care Quality Commission (CQC) report on the quality of services provided by Central North West London NHS Foundation Trust and an action plan has been developed by the Trust to respond to the findings of the inspection.

		<ul style="list-style-type: none"> • Members questioned how long children were waiting for CAMHS appointments from referrals and how referrals were made for children with Attention Deficit Hyperactivity Disorder (ADHD). • Questions were asked about the numbers of restraining incidents, how many took place at Park Royal which was of particular concern and how many were recorded as being supine restraint. Reference was also made to the use of rapid tranquilisation restraint. <p>The committee requested a progress report in 6 months and a separate report in 3 months on the redesign of services in light of saving cuts.</p>	
	<p>Scrutiny task group on Access to extended GP services and primary care in Brent</p>	<ul style="list-style-type: none"> • Task group members explained that they had not been able to look into the optimum size for a practice but it was clear that there was a range of varied opening hours and gaps in service during lunch hours and Wednesday and Thursday afternoons. • It was the decision of the GP on hours of service and the task group had not been able to obtain full information on what out of hour's service there was. Members expressed surprise that communication plans were not integral to the delivery of services. • It was the understanding of the task group members that the CCG would consider the recommendations of the task group and make a formal response. The task group would meet again in six months time to consider the response of the CCG and progress with implementation of their recommendations. <p>That the recommendations made by the task group be approved and an action plan developed across partner organisations to take them forward;</p> <p>That a progress report on implementation of the</p>	<p>The committee received the report of the task group that had been established to review the primary care element of Brent CCG's transformation programme and assess the extent of the changes and investment made in the Brent GP networks and primary care services.</p>

		recommendations be submitted to the committee in six months time.	
	Terms of reference for task groups on Fly Tipping and CCTV	<p>That the scope, terms of reference and timescale for the task group on CCTV in Brent, as set out in the appendices attached to the report submitted, be agreed.</p> <p>That the scope, terms of reference and timescale for the task group on fly tipping in Brent, as set out in the appendices attached to the report submitted, be agreed.</p>	The reports set out the proposed scope for the Scrutiny task group on Fly Tipping in Brent on Close Circuit Television (CCTV) in Brent
	Scrutiny forward plan and key comments, recommendations and actions	<p>The Chair circulated a proposal for a task group on school governance and invited members of the committee to suggest issues to be included in its scope.</p> <p>The Chair suggested the following further items to be subject to scrutiny:</p> <ul style="list-style-type: none"> • school admission policy* • children and young people mental health • adoption • the Council's budget setting (to be the work of a task group) • housing associations • section 106 and CIL <p>That the scrutiny forward plan and the key comments, recommendations and actions be noted.</p>	
8th October 2015	2015 Parking Strategy	<ul style="list-style-type: none"> • It was suggested that the strategy could include more on changes that could made in the future, the impact of parking restrictions on businesses and how to amend CPZs. • Also raised was the impact of planning permission for developments without parking spaces in the south of the borough and the amount of income from parking enforcement. 	The Committee received a report on the 2015 Parking Strategy. The strategy draws together existing policy into a single document, with the aim of providing a clear statement of the council's strategy intent with regard to parking services, which will inform the development of future individual policies. The Scrutiny committee was asked to consider and

- Members questioned who was the focus of the council's vision? Residents or visitors? Enforcement of traffic schemes and CPZs was also raised.
- Questions were raised on parking enforcement outside schools and the need for more analysis of opening and closing times, school expansions and the need for more improved signage for parking restrictions.
- Members queried comparison with other local authorities and the arrangements in place to work with neighbouring boroughs on shared boundaries.
- The committee agreed that the north and south of the borough experienced different problems given the shortage of off-street parking and relatively small parking spaces between houses in the south compared with the north of the borough's commuter parking problems.
- Concern was also expressed over parking around schools and the likelihood of accidents and the need for parking arrangements to be in place for visitors to places of worship.
- Members suggested a need for a hierarchy of on-street street parking. It was suggested a distinction be drawn between parking 'need' and parking 'demand', citing the example of people with disabilities who depended entirely on the use of their cars. Additionally, local businesses should be prioritised and also essential workers and care workers should not be given a lower priority than residents.
- It was felt that a one hour parking restriction in a particular area would help alleviate the impact of CO2 emissions. Views were expressed in support of children being encouraged to walk to school and parking charges being reduced to encourage shoppers into the borough.

comment on the strategy and forward their comments to the Cabinet for their consideration at the meeting on 16th November 2015.

		<ul style="list-style-type: none"> • Questions were also raised on modern camera technology and whether efforts had been made to generate income. The view was also put that the Strategy should be less optimistic in tone so as to manage expectations, given the council's financial position. <p>That the 2015 Parking Strategy be noted and comments forwarded to the Cabinet for their consideration at the meeting on 16 November 2015.</p>	
	Complaints Annual Report 2014-15	<ul style="list-style-type: none"> • Concerns were expressed at the relatively high number of complaints fully or partly upheld at first stage and also at final stage. • Members questioned the possible reasons behind findings of poor customer care, the extent to which it was attributable to a lack of training or low staff morale and whether there were patterns between services. • Members also questioned the response times and heard that most were resolvable within the 20 days target and questioned whether straightforward cases where the council was at fault were accepted and apologies issued at an early stage. • Members requested justification for the view expressed in the report that customers resorted to the complaints process as a means of having a negative decision reviewed. • Members also questioned what action was being taken to compensate cases where homeless families have been kept in bed and breakfast accommodation longer than the maximum six weeks. • Concern was also expressed at complaints over Veolia staff behaviour suggesting the need for independent audit. Members agreed on the need for improved communication with the public. 	The scrutiny committee received an overview of the corporate complaints received by the council during the period April 2014 to March 2015.

		<ul style="list-style-type: none"> • Concern was also expressed at the length of time taken to complete repairs and questioned why this was the case especially for urgent cases involving residents' safety. • The Committee suggested that staff should be more empathetic and less judgemental of complainants. • The committee suggested that there was a democratic deficiency with many residents not aware of the council. A change in terminology from customers to residents was suggested to help bring about an attitudinal change. <p>RESOLVED:</p> <p>(i) that the council's performance in managing and resolving complaints be noted;</p> <p>(ii) that the actions being taken to improve response times to complaints and reduce the number of complaints which escalate to the final review stage be noted;</p> <p>(iii) that a progress report be submitted in six months' time.</p>	
	Fly Tipping task group scope	<p>RESOLVED:</p> <p>that the scope be noted.</p>	<p>The Committee considered the proposed scope for the Scrutiny task group on Fly-Tipping in Brent. The task group had been requested by the Scrutiny members in response to communicated concerns from Brent residents.</p>

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