



Scrutiny Committee

Wednesday 6 January 2016 at 7.00 pm

Boardrooms 4/5/6 - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Membership:

Members

Councillors:

Kelcher (Chair)
Colwill (Vice-Chair)
Daly
Farah
Long
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
Mrs L Gouldbourne
Ms J Roberts
Brent Youth Parliament representatives

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The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members.

Item	Page
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	
To follow.	
4 Matters arising (if any)	
5 Safer Brent Partnership - update on progress	1 - 26
This report describes the activities of the Safer Brent Partnership in support of its 2014-17 crime and disorder reduction strategy.	
6 Review of charges to recycling and green waste collections	27 - 34
Scrutiny Committee resolved that a review of the garden waste service should be held following a period of 9 months. This report presents that review.	
7 Budget scrutiny panel report	35 - 42
A Budget Scrutiny Panel was put together by Brent's Scrutiny Committee Chair, Councillor Matt Kelcher, in December 2015, to analyse and scrutinise the proposed budget for Brent Council for the financial year beginning in April 2016. This report summarises some of the Panel's broad thoughts about the direction and content of the Council's budget.	
8 Scrutiny forward plan	43 - 46
9 Scrutiny key comments, recommendations and actions	47 - 72

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: Tuesday 9 February 2016



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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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Safer Brent Partnership

Annual Report 2015

Introduction

This report describes the activities of the Safer Brent Partnership in support of its 2014-17 crime and disorder reduction strategy.

What is the Safer Brent Partnership?

The Safer Brent Partnership is the statutory community safety partnership under s5 of the Crime and Disorder Act 1998. It confers a legal responsibility on the agencies named below to consider the impact on crime and disorder of everything that they do, and to jointly create a strategy to reduce crime, disorder, substance misuse and reoffending in Brent. Those agencies – known as “Responsible Authorities” are:

- London Borough of Brent
- Metropolitan Police
- London Fire Brigade
- National Probation Service
- Community Rehabilitation Company
- NHS Brent Clinical Commissioning Group

Each of these partners is bound under section 17 of the Crime and Disorder 1998. The Act states each authority needs to do all it reasonably can to prevent crime and disorder and to ensure services give due regard to crime and disorder. More information on the role of each individual agency can be found below.

The partnership has agreed to co-opt the Chair of Brent’s Safer Neighbourhood Board, the Brent Council for Voluntary Services and Victim Support as members of the Board. This will bring an additional level of knowledge and experience to the partnership and provide access to the broader resources of the voluntary sector, as well as bringing greater understanding of the needs and perceptions of the community.

The **London Borough of Brent** is responsible for co-ordinating the partnership through the Community Safety team. The Chief Executive chairs the partnership and senior directors representing strategic links to other partnership boards (Local Safeguarding Children’s Board, Health and Wellbeing Board, Safeguarding Adults Board) also attend to provide co-ordination across the piece. As well as co-ordinating the partnership, the council can bring a wide range of services to bear to tackling the priorities of the partnership. Additionally, those elected members with responsibility for community safety attend the CSP, providing a level of democratic accountability.

The **Metropolitan Police** provide the majority of the visible presence of the partnership, and have the broadest range of dedicated community safety resource, with over 600 police officers allocated to Brent borough and a vast array of centralised specialist services when required.

The **London Fire Brigade** bring a focus on prevention and risk to the partnership, providing resource for working with vulnerable people and premises and a strong set of opportunities for community engagement.

The **National Probation Service** oversees the rehabilitation of the most prolific and high-risk offenders. Their role in the partnership is to support the strategic objectives by working with those offenders who most contribute to the detriment of community safety.

The **Community Rehabilitation Company** works with the remaining 80% of offenders requiring supervision – those who are low and medium risk. This will include the majority of offenders brought to the notice of the partnership.

The **Clinical Commissioning Group** is responsible for commissioning healthcare services in the borough. On the CSP the CCG plays a vital role, as health (and especially mental health) provision underpins a great deal of offending behaviour; similarly, the impact of crime and disorder creates substantial levels of demand on healthcare services. Developing preventative work in partnership can have a huge impact on reducing demand on services

Representatives from the responsible authorities meet bimonthly to oversee the work of the partnership. This group is responsible for undertaking an annual review of current crime and disorder issues, called a 'strategic assessment', to ensure that the partnership can focus resources where they are most needed.

Attendance of statutory partners at Safer Brent Partnership meetings in 2015

	Brent Council	Brent Police	London Fire Brigade	National Probation Service	Community Rehabilitation Company	Clinical Commissioning Group
2 Dec 14	✓	✓	✓	✓	✓	✓
24 Feb 15	✓	✓	✗	✗	✗	✗
21 May 15	✓	✓	✗	✗	✓	✗
16 Jun 15	✓	✓	✗	✓	✗	✗
8 Sep 15	✓	✓	✗	✓	✓	✗
10 Nov 15	✓	✓	✓	✗	✗	✓

Priority areas are identified from the strategic assessment process and a partnership plan is produced to outline how the issues will be tackled. Operational work is co-ordinated through a range of partnership sub-groups which identify relevant actions to address each priority area; these are captured in action plans.

Priorities 2014-17

The Safer Brent Partnership agreed a new strategy on 3 December 2014. This strategy runs for three years (2014-17) and will be refreshed annually. The strategy describes a new model of community safety for the Safer Brent Partnership, focussed less around tackling individual crime types and with a greater focus on:

- Reducing demand
- Identifying and addressing the needs of the most vulnerable
- Integrating better with other processes to be more efficient
- Making communities more resilient.

The work of the partnership adheres to the HIPE model:

Harm-focused
Intelligence-led
Problem-oriented
Evidence-based

The strategy set six priorities:

- Violence against Women and Girls
- Gang-related offending
- Anti-Social Behaviour
- Reducing Reoffending
- Preventing Radicalisation
- Child Sexual Exploitation

Violence against Women and Girls - *supporting victims of these crimes and bringing the perpetrators to justice:*

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

Gang-related Offending - *identifying those affected by gangs and encouraging exit through diversion or enforcement*

- Dismantling criminal networks
- Tackling violent crime

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

- Protecting vulnerable locations
- Managing prolific offenders of ASB
- Safeguarding vulnerable victims

Reducing Reoffending – *managing the needs of the most prolific offenders to reduce offending rates*

- Managing the Integrated Offender Management programme
- Supporting the Youth Offending Team
- Integrating offender management with the Troubled Families programme

Preventing Radicalisation – *safeguarding those most at risk of radicalisation*

- Managing the Channel and Prevent Case Management programmes
- Commissioning Prevent projects to develop community support and understanding
- Delivery training to frontline workers

Child Sexual Exploitation – *protecting those most at risk of ongoing sexual abuse*

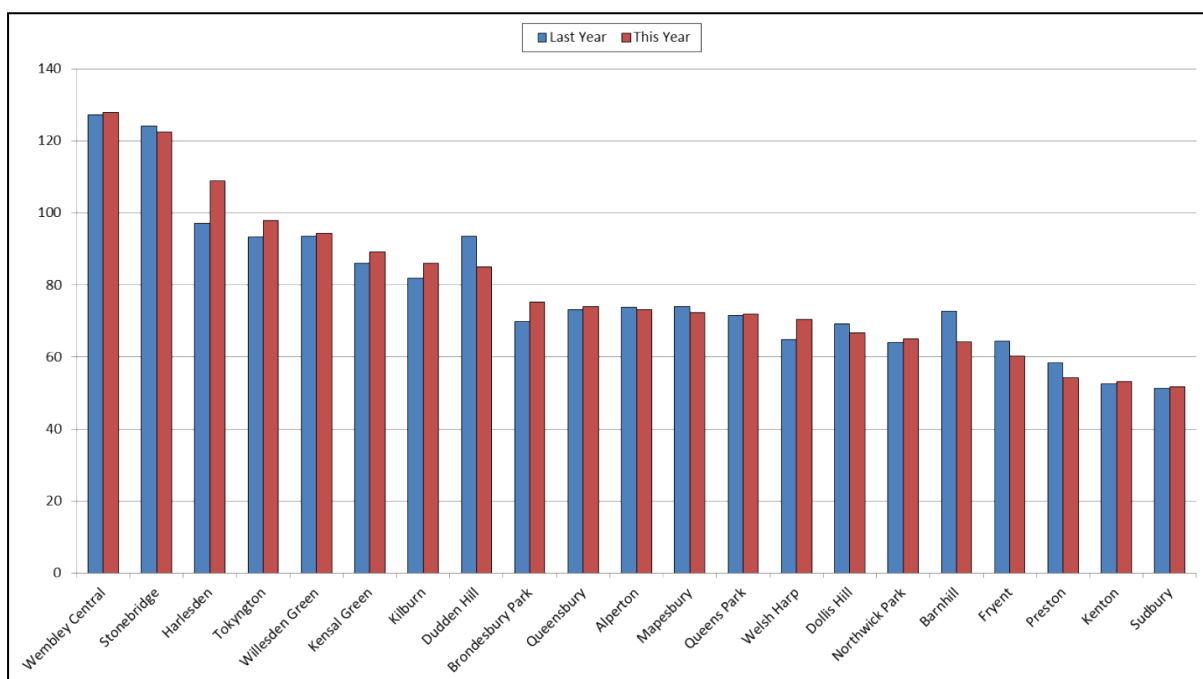
- Understanding the scope of the issue in Brent
- Working together to disrupt perpetrators
- Identifying those at risk and safeguarding them

Performance 2015

The Safer Brent Strategy 2014-17 outlines the following outcomes for the partnership.

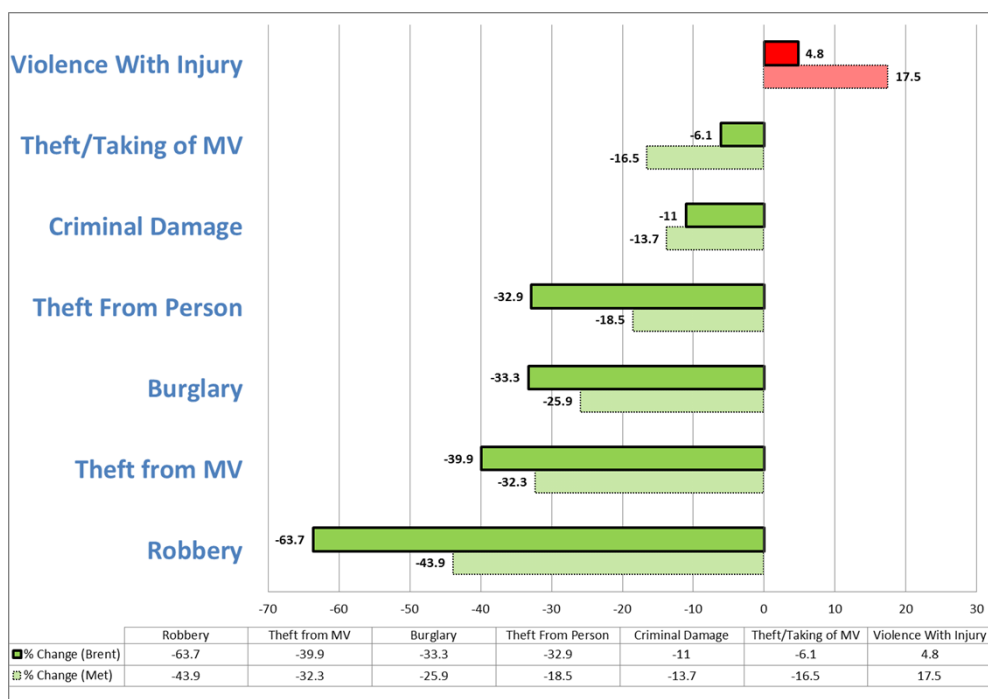
What will we do?	How will we measure it?	How are we progressing?
We will aim to be in the lowest third of our Most Similar Group cluster for the overall crime rate	Total Notifiable Offences per 1000 population, as per Home Office approved statistics	We are currently in the bottom (lowest) third of our Most Similar Group – 5 th from 15
We will reduce the harm caused to the most vulnerable victims of domestic abuse	Comparative risk assessments undertaken before and after intervention	90% of survivors in our service report reduced risk following our intervention
We will reduce the risk of vulnerable young people being sexually exploited	Number of young people being victims of sexual offences	This data is not available
We will increase resident's feelings of safety	Resident's Survey	6% feel unsafe in daytime 27% feel unsafe at night. This survey has not been repeated in the past 12 months
We will improve the public confidence in the ability of the police and partners to tackle issues that matter in their area	MPS Public Attitude Survey	The extent to which the questions "To what extent do you agree that the local police are dealing with the things that matter to people in this community" has fallen over the past 12 months.
We will increase the number of gang nominals successfully exiting gang and criminal activity	Gang nominals exiting PMAP having not come to notice or been convicted of criminal offences within six months	The number of gang nominals exiting PMAP and not coming to notice has fallen.
We will reduce offending of those gang members targeted through the "call-in" process	Ministry of Justice reoffending measure applied to those gang members invited to call-in sessions	We do not yet have conviction data for this cohort. There is a requirement for a minimum of 18 months between intervention and measure.
We will reduce the risk to the most vulnerable people referred to our Community MARAC	Comparative risk assessments undertaken before and after intervention	The average risk score for a referral to the CMARAC has fallen 35.7%
We will reduce the anti-social behaviour caused by the most prolific perpetrators	Comparative risk assessments undertaken before and after intervention	The average risk reduction score for the whole cohort is 24.8%.
We will reduce the offending rates of the most prolific offenders	Ministry of Justice reoffending measure	The reoffending rate of the IOM cohort has fallen -47.4%

Total Notifiable Offences recorded by Brent Police by ward



The number of Total Notifiable Offences – all crimes – in Brent has fallen from 25,678 to 25,208, a fall of 68 offences. Harlesden has seen the largest increase and Barnhill the largest decrease.

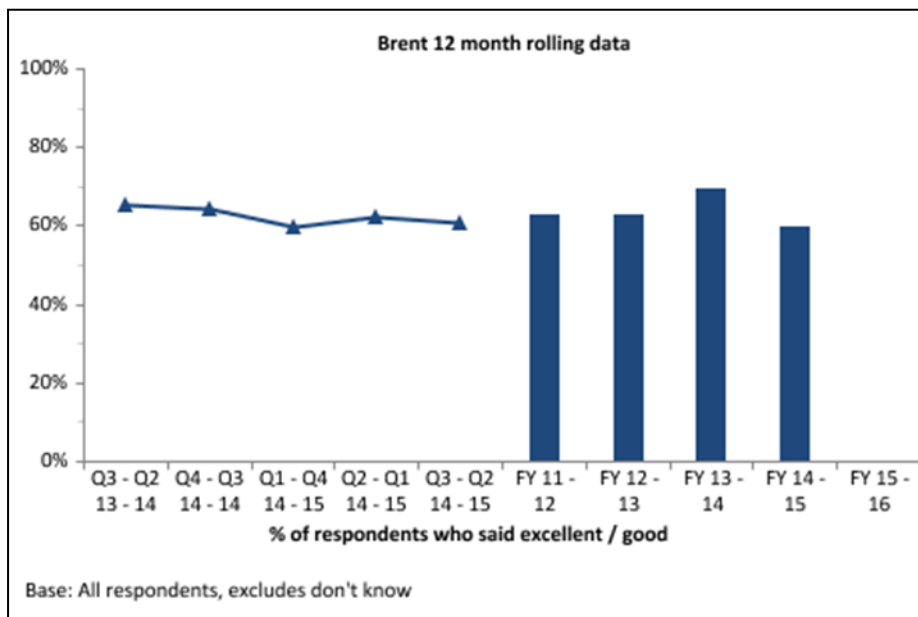
Brent/Met MOPAC 7 comparison – current % change (21/10/2015) since financial year 11/12



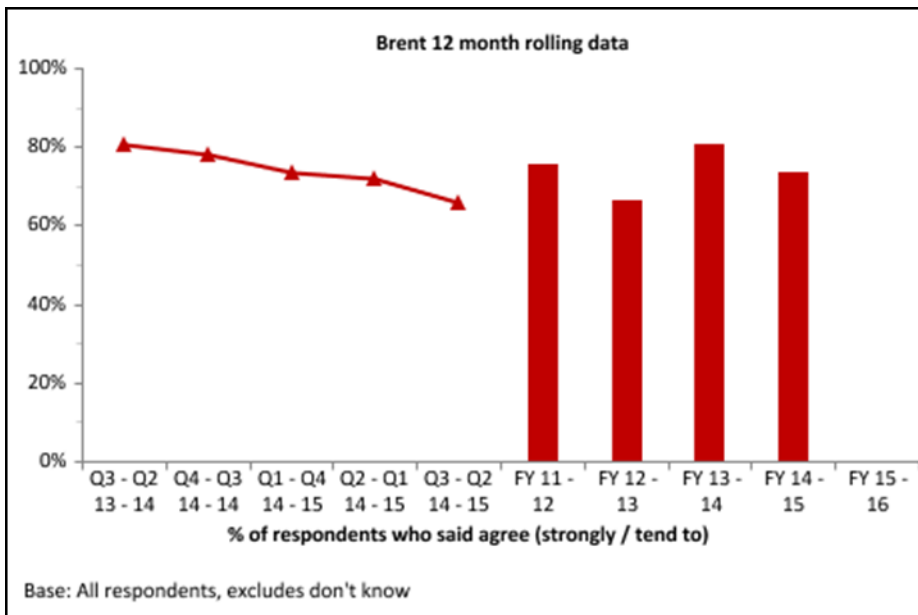
Brent is performing well against the rest of London in the MOPAC 7 crime basket.

Public Confidence in Policing

Taking everything into account, how good a job do you think the police in this area are doing?



To what extent do you agree that the local police are dealing with the things that matter to people in this community?



The two measures included above demonstrate a fall in public confidence in policing in Brent since 2013. This is more marked in the question regarding local police dealing with the things that matter; this may be a reflection of the perceived reduction in Safer Neighbourhood policing by the public over this period.

Priority 1 – Violence against Women and Girls

Why was it a priority?

Violence against women and girls (VAWG) is a key issue for Brent and requires a multi-agency approach to tackle it successfully. VAWG is not simply a synonym for domestic abuse, although domestic abuse is a key part of a successful VAWG strategy. VAWG incorporates domestic abuse, sexual violence, stalking, prostitution, female genital mutilation (FGM), honour-based violence (HBV), forced marriage (FM) and human trafficking. We aim to tackle these issues through a three-pronged approach of *Prevention, Protection and Prosecution*.

What did we do?

1. Raise public awareness about Violence against Women and Girls, providing guidance and support where necessary.

- Reviewed strategy for 2015-2017 to develop action plans and enhance support.
- Communications strategy developed within the overarching VAWG strategy 2015-2017 to improve access to information, signposting and referrals for victims and survivors.
- Annual White Ribbon Day event organised and coordinated by the community safety team, in collaboration with partner agencies to promote the White Ribbon Campaign. This helps to raise the awareness of domestic abuse and promotes men to challenge violence and make a stand against male violence.
- Developed Information material in a diverse set of Eastern European languages to ensure a wider range of victims get the support they need.
- Worked collaboratively with the Equalities team and partners to coordinate International Women's Day event and a Lesbian Gay Bisexual Transgender (LGBT) Awareness Day to raise awareness of domestic abuse and more specifically LGBT victims.

2. Change attitudes and behaviours that may foster domestic abuse, especially among young people.

- A coordinated response by partners to raise awareness around HBV, FM and FGM, and associated health risks via workshops that have taken place throughout the year.
- A Domestic Abuse worker has been going into Brent schools to raise awareness to young people regarding the definition change and what is acceptable and not acceptable regarding relationships.
- EGYV programme delivered in schools/Pupil Referral Units to include awareness training for sexual exploitation and violence against girls.

3. Deliver services that are appropriate for Brent's diverse community.

- Brent MPS received specialist FGM, HBV and FM training with continued bite size training weekly.
- This years White Ribbon Day focused on FGM, working to raise awareness regarding the support available across the community and for front line practitioners.

- Ensured support leaflets available in a number of languages and available across the community in a variety of locations.
- Supported the Brent Voluntary sector domestic abuse forum, aiding specialist services to develop, advise around commissioning and offer services where possible.
- Developed domestic abuse awareness training to create community champions within minority Eastern European community groups in collaboration with Refuge.

4. Ensure perpetrators are held to account and brought to justice.

- Continued to develop and strengthen the co-ordinated approach to detection, arrest, conviction and effective sentencing of perpetrators for domestic violence.
- We continue to focus on the top 10 perpetrators, maximising safeguarding for repeat victims. The Metropolitan Police Service (MPS) have increased resources in to the Community Safety Unit to deal with uplift in reporting, creating a safeguarding hub to further ensure maximum safeguarding relating to all VAWG issues.
- Increased the number of prolific Domestic Abuse (DA) perpetrators on the Integrated Offender Management cohort to aid DA offender management, targeting a wrapped response to repeat offending.

5. Protect survivors.

- Police and DV providers aware of definition change and working to increase victim reports.
- IDVA support services now support male victims of domestic abuse, increasing support available for men in Brent.
- Introduced a new operating procedure for screening more police incidents to offer increased support to victims, working intervene earlier and prevent escalation.
- Brent MPS received training on Clare's Law and Domestic Violence Perpetrator Orders (DVPO's).
- Family team within Children's Social Care (CSC) continue to work with the whole family holistically. The social workers receive monthly bite size training opportunities from the Independent Domestic Violence Advocates (IDVAs).
- Support interventions and structured treatments in place and offered to decrease number of sex workers. Operations have developed over the past year to incorporate support for both on street and off street sex workers.

6. Support perpetrators to change their abusive behaviour, as an individual or within a family unit where appropriate.

- Increased the number of Multi-Agency Risk Assessment Conference (MARAC) actions relating to perpetrators, ensuring the perpetrator is also accessible to services to help reduce offending and abusive behaviour.
- Continued to commission a domestic abuse perpetrator programme offering a change programme to perpetrators who wish to change their abusive behaviour.

7. Work together with all agencies and improve multi agency working and information sharing.

- Developed a new data sharing template for all Delivery Group members to report back on quarterly, sharing information on victims being supported to

create a greater understanding of the problem profile in Brent – incorporating statutory and non-statutory service information.

- Developed a MARAC steering group to ensure appropriate governance of MARAC performance and operational protocols. This has increased the repeat rate to become closer to the best practise guidance figures for London.
- Training developed to offer to all frontline practitioners in Brent relating to MARAC training and Risk Assessment training, increasing domestic abuse awareness and knowledge.
- Training has been developed to offer all GPs in Brent, raising awareness about domestic abuse and what services are on offer, increasing support pathways to victims.

How successful have we been?

Indicator	Last Year	This year	% change
% of survivors who report feeling safer after using the Services compared with intake	86%	91%	5%
% of survivors who feel confident in knowing how and when to access help and support compared to intake	96%	94%	-2%
% of survivors whose risk is reduced during and after using the Services	74%	90%	16%
% of clients engaged in safety planning	88%	88%	0%

Measure	Definition	2014	2015
Domestic abuse incidents	All offences between adults who are or have been intimate partners or are family members, regardless of gender or sexuality reported to the police and flagged as a domestic incident	2,560	2,588 (+1.1%)
Sanctioned rate for domestic violence	Sanctioned detection rate for domestic offences as collated by Brent Police	38.9%	36.7% (-2.2 percentage points)

Priority 2: Gang related offending

Why is it a priority?

The Home Office has identified Brent as one of 30 boroughs in England and Wales with a significant national-level gang issue. Brent has over 400 individuals named on the London Gangs Matrix and a further thousand or so are known locally to be involved or linked to gang activity.

The Safer Brent Partnership defines a 'gang' as:

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

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

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

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

Gang membership in Brent is not entirely a youth issue, although the youngest individual known to be linked to gangs in Brent was eight years old, and many of the street-level dealers are in their teens. The average age of a Brent gang member on the London Gang Matrix is 27 years old and the oldest member known to authorities is 61.

Brent's gangs are responsible for the supply and distribution of drugs into (and out of) the borough; violent crime between and within gangs; and disproportionate levels of violence against women and girls. Brent's open drugs markets are controlled by gangs, who in turn are supplied with narcotics by national-level organised crime groups. In recent years a more muscular partnership response to this activity in Brent has seen Brent gangs extend operations into other parts of the country down so-called "County Lines". These involve gang members identifying vulnerable individuals and taking over their premises to sell drugs from. This phenomenon is increasingly common across London and the National Crime Agency has identified that gangs often use Looked-After Children and those who are regularly reported missing to sell the drugs in these locations, trafficking them across the country and using coercive measures including violence, blackmail and sexual exploitation to ensure compliance. Brent appears to have "county lines" in Dorset, Hampshire and Sussex, Surrey and Kent although gang members have been identified as operating in 22 police force areas across the country.

What did we do?

1. Implement the Gangs Strategy.

- Gangs strategy reviewed for 2015-2017, developing joined up informed partnership approach to a new action plan, offering operational oversight and implemented of the strategy.
- Greater links have been made across community safety priorities, linking the Gangs strategy with the VAWG and CSE strategy, highlighting synergies and increased collaborative working across the agendas.

2. Identify and target interventions at gang members and those at risk.

- Through the Integrated Offender management programme, prolific gang member offenders are offered interventions to reduce their offending and enhance job offer opportunities.
 - Greater information sharing has occurred with children's social care through their MASE panels, Missing panels, LAC, Fast Team etc. to ensure resources and interventions are targeting those most in need and at risk.
 - Increased referrals to Safe and Secure via partner agencies, offering gang exit interventions to those most at risk.
 - Enhanced evidence based approach to highlighting individuals most at risk via developed data analysis through increased collaborative working with the Regional Organised Crime Units and the National Crime Agency.
3. Source funds and commission projects to support gang exit and diversion.
- Continued to monitor and manage the Your Story contract whereby they have largely increased the number of school workshops they have completed compared to last year, engaging more than 3000 school children.
 - Restricted funds have not allowed the CST to commission further projects; however have made good links with the Safer London Foundation who coordinates a new programme of gang exit and diversion projects in Brent through the London Community Fund.
 - Increased community engagement has increased diversion and support opportunities for gang affected individuals in some communities.
4. Help those at risk of gang-related offending exit lifestyle through our PMAP process.
- Number of PMAP referrals have increased, as well as the throughput to ensure a more efficient forum to discuss concerning cases, increasing the number of gang affected individuals being supported.
 - Increased attendance from our partner agencies with increased contributions and intelligence being shared across the sectors.
5. Implement and manage the "call-In" violence reduction project, ensuring the involvement of all appropriate partner agencies.
- Three Gang Call in projects have taken place so far this year, offering exit support for the most gang affected individuals in identified hotspot areas.
 - Increased partner agency support has occurred over the last 12 months, creating a more rapid collaborative response when required.
 - Developed an alternative operating protocol to ensure enhanced community engagement to support these interventions resulting from community and partner's feedback and lessons learnt throughout the year.

How successful have we been?

Offences reported to the Metropolitan Police containing gang flag:

Last year (22/12/13 - 21/12/14)	This year (22/12/14 - 21/12/15)
54	47

Gang flagged offences in Brent have reduced year on year by 7 offences. It should however be noted that the flagging of offences is often left to the reporting officer interpretation of what should be flagged as a gang offence.

Gang nominals exiting PMAP having not come to notice or been convicted of criminal offences within six months:

Year on year comparison (6 month lag)

Successfully Exited	Last year (May 13 - April 14)	This year (May 14 - April 15)
Yes	5	3

We recognise that there are issues with the effectiveness of the PMAP for exiting gang members from gang activity. The Borough Gang Delivery Group have been charged with reviewing PMAP and are considering a range of options including cessation of the meeting; changing the focus; or resetting the outcomes.

Priority 3: Reducing Anti-Social Behaviour

Why is it a priority?

Anti-social behaviour (ASB) is highlighted as a key concern for residents of Brent. Visible evidence of disorder through unchallenged anti-social behaviour leads to less secure communities, and can impact negatively on feelings of safety and mental health. Environmental ASB is expensive to react to and leads communities to consider their neighbourhoods negatively, which in turn leads to social disorganisation.

There are three main partnership approaches to tackling ASB in Brent. There are three **Local Joint Action Groups** (LJAGs) which deal with locality-based problems through a multi-agency, evidence-led problem oriented approach. These are co-terminous with police cluster boundaries and cover Kilburn, Harlesden and Wembley. LJAGs have the ability to direct mobile CCTV resources.

The **ASB Perpetrator Panel** (APP) meets monthly to discuss those individuals who cause the most alarm, harassment and distress to residents in Brent. This includes prevention through diversion and support, and utilising enforcement options where necessary.

The **Community MARAC** (CMARAC) brings agencies together on a monthly basis to discuss those who are most vulnerable in Brent. This can include victims of ASB, hoarders, and those being exploited who do not reach Safeguarding thresholds.

What did we do?

1. Draft and Agree Terms of Reference for ASB Delivery Group by April 2016.
 - The Terms of Reference for the ASB Delivery Group have been drafted and a member list identified. There are plans to implement this in April 2016 following a reorganisation of approaches to ASB.
2. ASB Delivery Group in place by April 2016
 - ASB Delivery Group on track to be implemented.
3. Quarterly monitoring reports on ASB Strategy and Local Joint Action Group (LJAG), ASB Perpetrator Panel (APP) and Community MARAC performance.
 - Performance targets for Community MARAC are on schedule and are monitored quarterly by the Public Health Team. Project milestones are on schedule to be delivered by March 16.
 - Quarterly monitoring of LJAGs, APP and C MARAC is undertaken by the ASB and Crime Manager. A summary of that performance is detailed in this report.
 - There were 68 cases of ASB reported to the ASB Localities Officers in Brent between April 2015 and June 2015. 84% of those cases were closed within 3 months.
 - There were 72 cases of ASB reported in the second quarter (July 2015 - Sept 2015). 78% of those cases were closed within 3 months.

- The predominant issues by theme for each locality area are as follows:

Harlesden	Kilburn	Wembley
Neighbour Dispute	Drug substance misuse & dealing	Neighbour Dispute
Noisy neighbours	Individuals Congregating	Street drinking
Loitering	Noisy neighbours	Vehicle related nuisance & Inappropriate vehicle use
Drug / substance misuse & dealing	Urinating in public	Noise

4. Review the ASB partnership with Brent Housing Partnership (BHP) by February 2016, with a view to integrating services with a shared ASB remit using the new tools and powers granted by the ASB, Crime and Policing Act 2014.

- An ASB peer review in February 2015 highlighted the need for more integration between the Community Safety team and BHP's ASB Team.
- BHP have been made aware of Brent's Cabinet-agreed processes for ASB Enforcement.
- BHP are included in the core membership of the APP, LJAG and C MARAC, where localised protocols for ASB enforcement are enacted. The ASB panels make ongoing use of enforcement tools and powers.
- Joint training sessions for the casework management system were organised by the ASB and Crime Manager for Brent ASB staff and BHP ASB staff in October 15 to develop uniformity in data standards.
- A further training session for the ASB tools and powers introduced by the 2014 Act was organised by BCST and delivered to services across Community Services and BHP in November 15.
- There are ongoing plans for more integration within the partnership review, on schedule for February 2016.

5. New model of service delivery agreed and in place by April 2016.

- An internal ASB Audit was conducted in September 15 which made a number of recommendations to improve the delivery.
- The ASB policy was finalised in November 15
- BCST has already developed localised protocols on the use of PSPOs, CPNs, Closure Notices and CBOs under the ASB, Crime and Policing Act 2014.
- In-house training was organised by BCST for the use of Civil Injunctions in November 15 and there are plans to develop the Absolute Grounds of Possession protocol with BHP which will ensure all protocols available under the Act are finalised and ready by April 16.

- Work is already underway to develop council Key Performance Indicators, to be implemented in April 16. This will be based on case management, enforcement activity and customer satisfaction as measured by the council's corporate performance team.
- There is ongoing work to improve and unify data entry and intelligence gathering using the casework management system.
- We are exploring further synergies between noise, waste enforcement and ASB, including possible commissioning of a private enforcement team.

6. Community MARAC programme reviewed by December 2015

- The Community MARAC coordinator was appointed in April 15 and was set a performance target of reducing the risk of harm to vulnerable residents by 20% through the Community MARAC, as measured in the risk assessment matrix.
- A review in December 15 showed that 57 cases have been referred to the Community MARAC since April, and 29 cases have been closed. The average risk reduction score for the whole cohort is 35.7%.

7. Monthly impact reports through Community MARAC

- Entry and Exit risk scoring for all referrals implemented April 15.
- The Community MARAC Coordinator has delivered presentations raising awareness of the Community MARAC to CRI, Kingswood Centre, Mental Health, BHP, WDP, Addaction, The Junction, Peaceful Solutions, Ealing Mediation, Victim Support, Brent Mind, CVS, LFB, Noise Nuisance Team, Start Plus, Troubled Families, Probation, St Mungos, Look Ahead and the Brent Advocacy.
- 8 residential fire safety checks through the C MARAC.
- 2 hostel fire safety and hoarding educational visits with Pound Lane Hostel and Livingstone House Hostel.
- Raised awareness of Community MARAC pathway to Brent GPs.
- GPs notified of all referrals.
- Collaborated with police and housing to facilitate a "safe and secure" transfer of a young woman away from gang violence.
- Coordinated an "out of borough" housing transfer of a single mother with threats to her life.
- Brent Community Safety Team are currently working with other London Boroughs in developing the implementation of a pan-London Community MARAC forum.

8. Review ASB Prevention Panel process by December 2015, and implement review recommendations from January 2016.

- The ASB Prevention Panel Coordinator was appointed in April 15 and was set a performance target of reducing reoffending rates of individuals by 20% through the APP, as measured in exit risk assessment matrix.

- A review in December 15 has shown 22 cases referred to the ASB Prevention Panel since April, and 12 cases closed. The average risk reduction score for the whole cohort is 24.8%.

9. Quarterly reports on impact and effectiveness of APP.

- All meetings have been held monthly since April.
- The ASB Panel Coordinator has delivered presentations, raising awareness of the APP to Family Solutions and Junction Project, Richmond CST, Brent Mental Health Team, CRI, Brent Private Housing, Genesis Housing, Family Solutions, Plias, Addaction, CRI, Hyde Housing, St Mungos, Living Room (Employment Project) and St Raphael's Tenants Association.
- Since April, use of enforcement powers through the APP stands at:
 - Notice Of Seeking Possession (Eviction) = 4
 - Criminal Behaviour Order (CBO) = 2
 - Community Protection Notices (CPN) = 1

10. LJAGs using ASB hotspot mapping from April 2015.

- The use of hotspot maps for scanning for ASB issues was introduced to all three LJAGs in September 15. The new process now allows for an evidence-based approach to effectively prioritise ASB hot spot areas in the borough.
- The first quarterly review of the use of ASB hotspot maps will be conducted at the end of December 15. This will measure the effectiveness of the LJAGs in taking action in the hotspots identified.

11. Quarterly reviews of LJAG ASB hotspots at the ASB Delivery Group.

- The quarterly review of the LJAG hotspots has been conducted by the ASB and Crime Manager in the absence of the ASB Delivery Group. The information below highlights performance to date across the three LJAGs.
- Harlesden town centre, a problematic area, has seen a 9% month on month reduction in ASB call incidents to the Police. This can be attributed in part to the LJAG tackling long-standing specific issues identified from the data, for example drug dealing and loitering in Harlesden Gardens/ Park Parade.
- Some hotspots identified, including Athelstan Gardens and Princess Avenue (South Kilburn), saw large reductions in ASB calls of 92% and 85% respectively.
- Kingsbury High Road, another hotspot area which has been a persistent ASB problem, has also seen a month-on-month reduction of 74%.

A list of cases dealt with by each LJAG can be found below:

Harlesden LJAG

Talbot Walk / Heron Close	Ref: Nov 14	Still Open
Lynton Close	Ref: Nov 14	Closed Oct 15
St Thomas Road	Ref: Nov 14	Closed May 15
Ace Café	Ref: Nov 14	Still Open
St Thomas Road	Ref: Dec 14	Closed May 15
Braemar Ave / Kelly Close	Ref: Apr 15	Closed Oct 15
Clifford Court	Ref: Apr 15	Still Open
Harlesden Piazza	Ref: May 15	Closed Oct 15
Robin Grove	Ref: Jun 15	Closed Jul 15
Armstrong Road	Ref: Aug 15	Closed Nov 15
Craven Park / Tunley Road	Ref: Aug 15	Closed Dec 15
Neasden Shopping Centre	Ref: Aug 15	Still Open
Tavistock Road	Ref: Dec 15	Still Open

- **CCTV** deployment– Ace Café x2 ,Clifford Court, Church Rd/ Conley Rd, Park Parade, Mitchell Brook
- **Enforcement** – 14 Community Protection Notice (CPN) warnings and 3 Closures since April 16.

Kilburn LJAGs

Gladstone Park	Ref. May 15	Closed Aug 15
Mapes House	Ref. Mar 15	Closed Jul 15
Chichele Road (Labour Market	Ref. Mar 15	Still open
Landau House	Ref. Mar 15	Closed Jul 15
Hassop Road	Ref. May 15	Still open
Unity Close	Ref. Jun 15	Closed Nov 15
Tennyson Road	Ref. Jun 15	Closed Sept 15
Tiverton Green	Ref. Aug 15	Closed Sept 15
Peel Precinct	Ref. Aug 15	Still open
Athlestan Gardens	Ref. Aug 15	Closed Oct 15
45 Mapesbury Road	Ref. Aug 15	Closed Sept 15
James Stewart House	Ref. Oct 15	Still open
Waterloo Passage	Ref. Oct 15	Still open
Cassandra Court	Ref Jan 16	

- **CCTV** – Longley Way; Hassop Road; Chichele Road; Walm Lane/Blenheim Gardens; Tennyson Road; Athelstan Gardens; Unity Close.
- **Enforcement** – 1 Public Space Protection Order (PSPO) implemented; 10 warnings; 2 Fixed Penalty Notices (FPNs); 2 CPN warnings; 1 CPN.

Wembley LJAG

Case	Referral Date	Status
Hastings Close	Ref Dec 14	Still open
Monks Park Service Road	Ref Dec 14	Still open

Honeypot Lane & B & Q casual labour market	Ref Dec 14	Still open
Burnaby Court	Ref Dec 14	Closed June 15
Woodcock Park	Ref April 15	Closed July 15
Quadrant Court	Ref Oct 14	Closed July 15
One Tree Hill	Ref April 15	Closed Sept 15
De Havilland Road	Ref April 15	Still open
Halford Close	Ref April 15	Still open
Wealdstone Court	Ref Nov 15	Still open

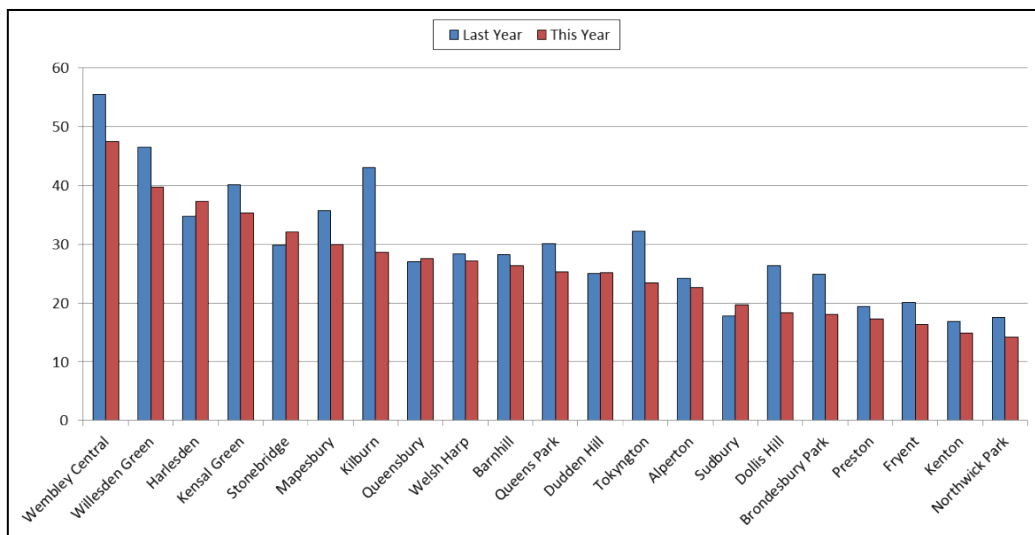
- **CCTV-** Swan public house; Queensbury Ward
- **Enforcement:** 1 PSPO implemented; 21 Warnings; 4 FPNs.

How successful was it?

Since April 15, performance against anti-social behaviour has been strengthened. The use of police, council and partnership data by the BCST crime analyst to generate evidence-based hotspot maps has led to intelligence led approach to tackle crime and asb drivers. There are also plans to integrate police Tactical Tasking Co-ordination Group (TTCG) and police Safer Neighbourhood based priorities into the LJAGs.

ASB calls to the police have fallen by 11.8%, from 10322 to 9100 calls. Only Harlesden, Stonebridge and Sudbury wards show a slight increase.

Anti-Social Behaviour call incidents recorded by Brent Police by ward



Recent LJAG problem solving training in November 15 was delivered to all LJAG members to ensure that the appropriate referrals are coming to the LJAGs. Deployment of mobile CCTV through the LJAGs has been implemented successfully and there is now an effective process around deployment and review.

There is also on-going promotion by the Panel coordinators to raise awareness around the C MARAC and APP. Both panels are on target to achieve the 20% risk and offender reduction measure.

Localised protocols around most of the ASB tools and powers are finalised and there is already current use of the Closure, CBO, CPN and PSPO as highlighted in the report.

Recent training around data entry on the casework management system will improve standards and once the ongoing work around key performance Indicators and performance management is established will be an even more improved template of working going into 2016.

Priority 4: Reducing Reoffending

Why is it a priority?

It is estimated that around 80% of crime is committed by 20% of offenders. Of this 20%, a fifth of these individuals are responsible for a further four-fifths of that crime. Managing these offenders should therefore have a multiplier effect on crime levels. Between 2011 and 2014, London's top 2,093 offenders were responsible for 53,267 offences costing £163m.

Integrated Offender Management (IOM) is an overarching framework which helps local delivery partners to jointly develop strategies and interventions to reduce crime, reoffending and to tackle the social exclusion of offenders and their families. The development of IOM aims to address potential overlaps between existing programmes and approaches and align the work of criminal and social justice agencies. The Safer Brent Partnership recognises the need to coordinate strategic and operational practices across agencies into one coherent structure to reduce reoffending.

What did we do?

- Implement and co-ordinate the multi-agency Integrated Offender Management programme.
 - Developing a strong partnership approach to the delivery of the IOM programme
 - Establishing key membership at the quarterly delivery group, monthly operational meeting, and weekly red meeting.
 - Ensuring that key strategic elements are discussed at the delivery group to allow for the smooth running at operational level
 - Building up the cohort so it is representative of Brent's local needs ; this includes domestic abuse perpetrators and gang members
 - Commissioning relevant services that can meet the needs of the cohort and reduce reoffending
 - Ensuring that the partnership can evidence a reduction in reoffending by achieving the quarterly Key Performance Indicators
 - Implementing a co-located team to allow for services users to meet all IOM services in one place and for information to be shared real time and to allow for stronger partnership working
- Link current VAWG and Gang priorities to the IOM programme to help reduce DA reoffending
 - Ensuring that the cohort includes domestic abuse perpetrators and gang members
 - Attending the Pathways Multi-Agency Partnership (PMAP) and Borough gang delivery group to ensure that IOM is supporting the priorities and there is no duplication of work
 - Certifying that we have the correct DA perpetrators and gang members on the cohort and cross referencing those offenders with relevant agencies

How successful was it?

There are currently 117 prolific offenders on the Integrated Offender Management programme. Each offender has their offending behaviour monitored on a quarterly basis before and after the intervention – entry to the programme – commences. This is measured on two scales – the overall reoffending rate (measured as the percentage of offenders who reoffend), and the frequency of reoffending (measured as the percentage change in the total number of offences committed by the cohort). These are the standard performance measures used across the country and recommended by the Ministry of Justice.

	2014-15	2015-2016		
	Qtr 4	Qtr 1	Qtr 2	Qtr 3
Overall reoffending rate reduction	-16.80%	-19.17%	-34.27%	-40.37%
Frequency	-51%	-43.69%	-6.44%	-23.95%

As Gang-related offending and Domestic Violence are priorities for the partnership, we have agreed to prioritise the inclusion of these offenders on the IOM cohort. We report separately on this cohort:

		2014-15	2015-2016		
		Qtr 4	Qtr 1	Qtr 2	Qtr 3
Gang offenders	Overall reoffending rate reduction	-10%	-17.49%	-21.62%	-27.63%
DV offenders	Overall reoffending rate reduction	-34%	-12%	-30.77%	-53.33%

Priority 5: Reducing Radicalisation

Why is it a priority?

Brent is one of 43 PREVENT Priority Boroughs identified by the Home Office. The Prevent strategy forms part of the Government's CONTEST strategy to tackle terrorism, with Prevent being focused on identifying and tackling radicalisation in communities. Brent receives funding and a co-ordinator post in order to deliver a local programme. In Brent this is focused on safeguarding those most at risk of radicalisation and supporting communities in challenging radicalisation in all its forms.

Prevent works alongside the three other strands of the CONTEST strategy:

- **Protect** strengthening borders, infrastructure, buildings and public spaces from an attack;
- **Prepare** reduce impact by ensuring effective response mechanisms are in place; and
- **Pursue** to disrupt or stop terrorist attacks.

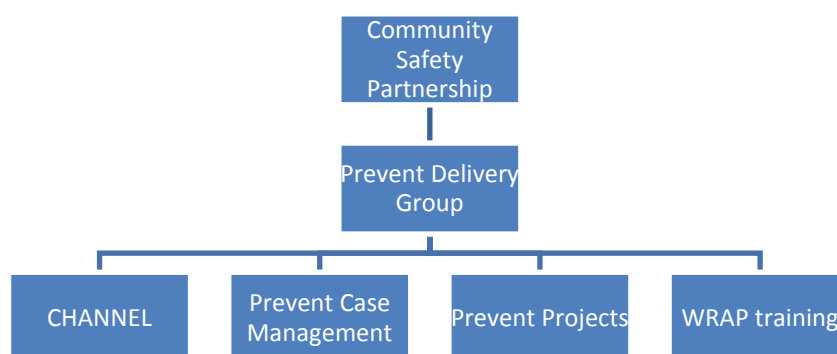
Prevent is focused on four types of domestic extremism:

- Al-Qaeda inspired extremism
- Far right extremism
- Northern Ireland-related extremism
- Animal rights extremism

Each of these is assessed through a Counter Terrorism Local Profile, which informs the level of risk for Brent. Currently Al-Qaeda inspired extremism – including the role of Daesh/Islamic State – is considered the principal risk in Brent.

What did we do?

Prevent in Brent is delivered across four strands, which are overseen by the Prevent Delivery Board. The delivery structure can be seen below:



Channel is the multi-agency case conference, chaired by the local authority, which meets monthly to discuss those who are most at risk of being drawn into extremist or terrorist behaviour. Channel is for individuals of any age who are at risk of exploitation by extremist or terrorist ideologues who agree to participate in the process in a voluntary basis. Early intervention can prevent individuals being drawn into terrorist-related activity in a similar way to criminal activity such as drugs, knife or gang crime.

If a Channel intervention is required, the Panel works with local partners to develop an appropriate individualised support package. Partnership involvement ensures that those at risk have access to a wide range of support. The support package is monitored closely and reviewed regularly by the Channel Panel. Channel interventions are delivered through local partners and specialist agencies. Support could include mainstream health, education, employment or housing services through to specialist mentoring or appropriate faith guidance and wider diversionary activities such as sporting activities.

Prevent Case Management is a multi-agency partnership which meets monthly to discuss managing the risk of those who have been radicalised to such an extent that they will not respond to the types of intervention commissioned by Channel. This might include returning foreign fighters, hate preachers, or those who lead far-right groups. Prevent Case Management can also include working with venues known for hosting extremist speakers.

Prevent Projects are funded by the Home Office and seek to provide a range of activities, including digital resilience (protecting people from being radicalised online), providing “safe spaces” for discussion and debate for young people from conflict backgrounds, family support for the relatives of those who have been radicalised, and working to protect supplementary schools from the impact of radicalisation.

WRAP (Workshop to Raise Awareness of Prevent) training is a programme of classroom based training for frontline workers to help understand the signs of safety when someone vulnerable is in the process of being radicalised, and find the correct referral pathways through which they can find support.

Brent has developed a Stronger Communities strategy which seeks to explore the commonalities of grooming across a range of vulnerabilities including radicalisation, gangs, female genital mutilation and other harmful practices and child sexual exploitation. It will do this by empowering communities to understand these agendas, recognise signs of safety, utilise referral pathways and develop community resilience to prevent grooming from taking place in the first instance.

Priority 6: Child Sexual Exploitation

Why is it a priority?

Analysis has highlighted Child Sexual Exploitation (CSE) as a high-risk issue. There are close links across the Gang and Violence against Women and Girls agendas and it is vital that community safety partners are aware of risks and able to access referral pathways when a vulnerable young person comes to notice. 20.3% of all sexual offences in Brent have a victim under 18, and 13.1% have a victim under the age of 16. A vulnerability-centred approach is likely to highlight issues of CSE. We will work with the Local Children's Safeguarding Board to develop pathways to identify and refer victims of CSE, take appropriate action in managing offenders (through MAPPA or other processes) and work through our VAWG sub-strategy to raise awareness of sexual violence and change cultural acceptance, in particular through our Ending Gang and Youth Violence strategy.

What did we do?

1. Proactively support the development of a CSE strategy and plan.
 - The Deputy Head of Community Safety has attended all CSE subgroup meetings directly supporting and contributing to the development of the CSE strategy and action plan. This group also monitors and manages the action plan monthly.
2. Link current VAWG and Gang priorities to the CSE agenda.
 - Both Gang and VAWG strategies have been linked to the CSE agenda, implementing operational actions via the strategic action plans.
 - The PMAP monitors any possible links of concern to CSE, referring directly to the MASE if needed.
 - All IDVAs and social workers have been trained by a specialist CSE worker to enhance their knowledge on CSE.
3. Identify vulnerable individuals at risk of CSE.
 - Our CCTV department have been collating images of girls being seen with known gang members and asking partner agencies to identify and note possible links and concerns of vulnerabilities to CSE.
 - The CS analyst conducted a large piece of analysis cross referencing a number of databases to identify those most at risk of CSE, also those at risk of perpetrating CSE, as well as possible prevalence.
 - Enhanced data collection methods and data fields have been advised for the MASE to develop moving forward. This will allow for improved intelligence and analysis which will develop a more evidence based approach for the future.
4. Identify the prevalent group, and those at risk of, perpetrating CSE.
 - The CS analyst conducted a large piece of analysis cross referencing a number of databases to identify those at risk of perpetrating CSE, as well as those most prevalent.
 - Further analysis has taken place on known perpetrators of CSE, highlighting common factors and possible crime patterns. This data source is currently

minimal however the initial work has been completed and passed to the CSE analyst to continue monitoring, to create more valid theory and offender profiles.

5. Take action to tackle hot spots.

- Analysis of possible hotspot areas has taken place, address and incident areas have been documented, to build up the data set to enable enhanced hotspot maps. The data is currently very small to effectively theorise, however data sets and templates have been developed and passed to the CSE analyst in CSC to help capture this moving forward.

6. Support prosecutions.

- This is largely governed by the police intervention; however information was obtained from the central MPS CSE unit to analyse, highlighting potential issues in their prosecution data – all info passed to CSC CSE analyst to continue monitoring.
- The Safer London Foundation Worker has offer support to victims of CSE over the past 9 months, and has had her contract extended to enable increased support fro CSE victims in Brent moving forward. This will help to inform and develop our strategy moving forward.



Scrutiny Committee
6 January 2016

Report from Chief Operating Officer

For Information

Report for Scrutiny on Review of Changes to Recycling and Green Waste Collections

1.0 Summary

1.1 At its meeting on 21 July 2014 Cabinet agreed to make changes to the recycling and green waste collection service, as follows:

- Increasing the frequency of the dry recycling service to a weekly service;
- Extending the separate food waste collection service to all street level properties;
- Introducing a chargeable garden waste collection service as the means of facilitating these improvements

1.2 This decision was called in for consideration by the Scrutiny Committee on Wednesday 6 August 2014 in accordance with Standing Orders. Among the issues discussed at that meeting were:

- Whether the new arrangements represented value for money for the council and met the needs of the borough.
- Why additional options, such as the sale of biodegradable bags for green waste, would not be offered under the new arrangements.
- The anticipated affect of the proposals on issues such as fly tipping and improper waste disposal.

1.3 At the meeting, Scrutiny Committee resolved that a review of the garden waste service should be held following a period of 9 months. This report presents that review.

2.0 Recommendation

2.1 That Scrutiny Committee note the contents of this review of the garden waste service changes.

3.0 Detail

- 3.1 The decision to introduce an 'opt in' chargeable garden waste service was made as part of a package of changes, including increasing the frequency of the dry recycling service and extending the coverage of the separate weekly food waste collection service to all street level properties.
- 3.2 It was anticipated that these changes, which were introduced from March 2015, would achieve the following outcomes:
- Deliver £378,000 financial savings
 - Improve and extend the council's recycling offer
 - Reduce the amount of waste generated overall
 - Better comply with the national waste hierarchy

4.0 Review of Service Launch

- 4.1 Communications setting out how to sign up to the garden waste service were provided to residents from December 2014, using a wide range of methods to ensure the message was clearly conveyed to all existing users and prospective customers. All of this information confirmed that from February 2015, residents would be able to sign up to the new service.
- 4.2 In response to this promotion, a large volume of residents made contact wishing to sign up for the service.
- 4.3 Initially, some technical issues were encountered with the payment system, meaning that residents were unable to make payment and were instead required to send an e-mail registering their interest for the first few weeks in February. The Council's customer services team greatly assisted Veolia in managing demand for the service at this time. Once the payment system was working effectively towards the end of February, all residents who had registered an interest were contacted by Veolia to sign them up to the service.
- 4.4 Demand for the service was so great at times, with up to 250 residents calling each day, that additional staff were provided by Veolia to manage the call volumes; and again, assistance was provided by the council's customer service team to ensure customers received the best level of customer service possible.
- 4.5 In general residents understood the rationale behind the Council moving to a chargeable garden waste service; especially when advised that the payment was enabling the provision of an improved weekly recycling service and separate weekly food waste collection.
- 4.6 The transition was initially difficult for residents who were used to the free provision of degradable sacks; particularly for the disposal of leaves from council trees. However, clear communications to residents about alternative methods of disposal; such as composting, seems to have reduced enquiries regarding this aspect of the service to only a handful this autumn.
- 4.7 As with any new service, there was a higher than average number of reports of missed collections of the garden waste service in the initial period from April 2015. As the number of residents signing up to the service increased greatly, by June, the number of missed collections being reported had also increased. This was effectively managed by reviewing the number of missed collections on a daily basis and identifying the main reasons for a missed collection. Many residents did not understand that it could take up to 14 days

following their initial request for their first garden waste collection to take place, and so if their neighbours bin had been collected, would report a missed collection. Also, as no collection calendars were provided, some residents missed their day of collection. This lesson has been learnt, and it is proposed that for 2016, garden waste collection calendars will be provided to all residents who sign up.

- 4.8 The final challenge encountered with the launch of the service, was the management of the garden waste bins; and in particular the removal of bins from residents who had chosen not to sign up the service. Around 45,000 bins were removed from residents during June and July 2015. Whilst clear information was provided to the collection team responsible for the removal of the bins, in some instances, bins were removed from residents who had in fact signed up to the service. Where this happened, bins were returned to residents as quickly as possible and garden waste permitted to be placed for collection in alternate containers in the interim. This issue inevitably increased the volume of customer contact to the contact centre during these months to over 600 calls per day.
- 4.9 Despite these initial teething problems, the service soon settled down, and has, for the past 6-months been running very successfully, with very few operational issues.

5.0 Take-up of the garden waste service

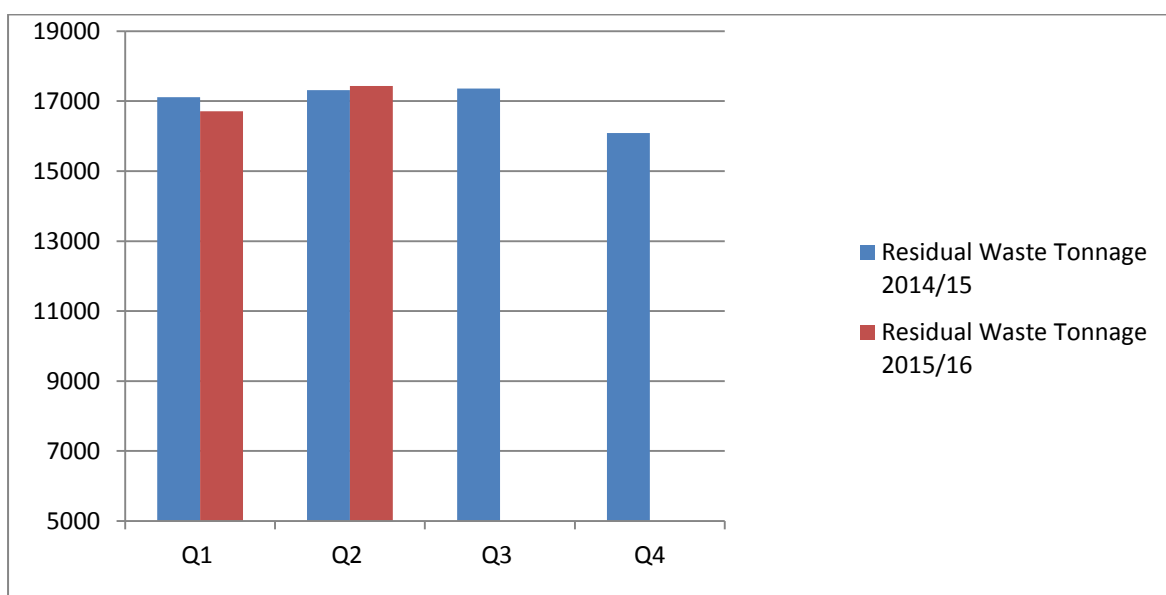
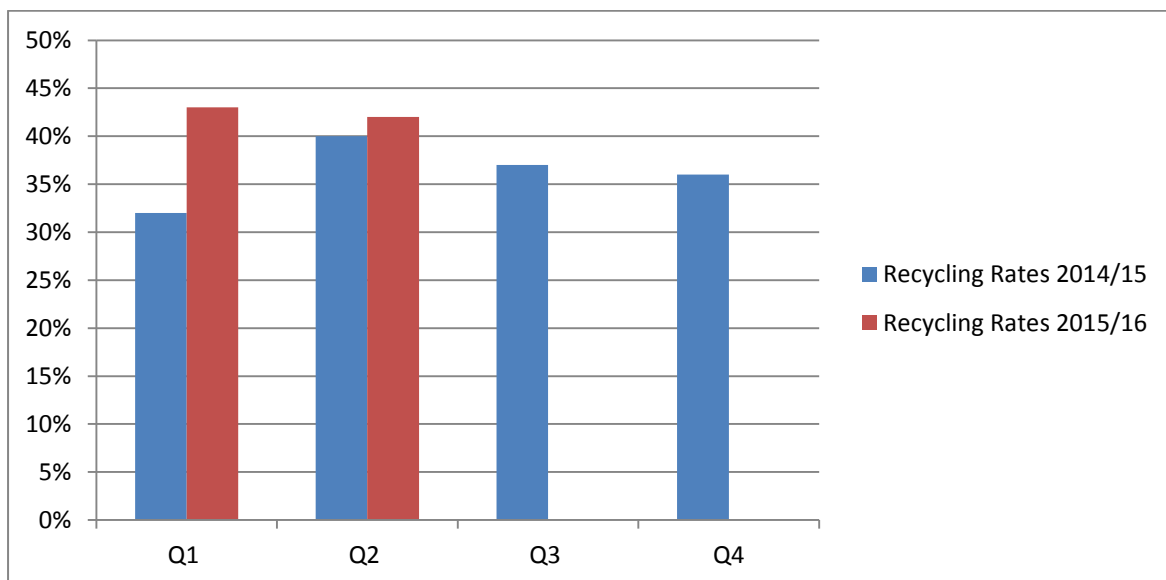
- 5.1 The business case for the introduction of a chargeable, 'opt-in' garden waste service was built on the assumption that 17,000 households would subscribe to the new service. This assumption was based on the experience of other similar boroughs, introducing a similar, chargeable service using wheelie-bins.
- 5.2 This figure has in fact been exceeded by nearly 3,000, with the customer base currently standing at nearly 20,000 subscribers.
- 5.3 The fact that original projections have been exceeded demonstrates that residents value the service, and are prepared to pay a modest annual sum (equating to under £2 per collection) for it.

6.0 Impact on Waste Tonnages and Recycling

- 6.1 It was anticipated that the service changes would see the amount of green waste collected from the kerbside reduce by 43% by weight, and that of that 43% reduction:
- 40% would divert to home composting;
 - 25% would divert to the Recycling Centre, and;
 - 35% would no longer be produced.
- 6.2 It was also anticipated that the changes would have no significant impact on the council's recycling rate. This was because it was predicted that the amount of dry recycling collected by the weekly service would remain the same and, whilst the amount of collected organic waste would reduce, it would be mainly displaced to home composting or to the council's Recycling Centre at Abbey Road.
- 6.3 The table overleaf compares actual tonnage of organic waste collected via the kerbside, and via the Recycling Centre for the period April to October in both 2014/15 and in 2015/16. This shows that there has been an overall reduction in organic waste collected from the kerbside of 31% and that approximately 5% of that reduction has been diverted to the Recycling Centre.

	Organic waste collected (tonnes)		
	Kerbside	Recycling Centre	Total
2014/15 (Apr to Oct)	11,168	257	11,425
2015/16 (Apr-Oct)	7,758	419	8,177
Change	-3,410	162	-3,248
% change	-31%	63%	-28%

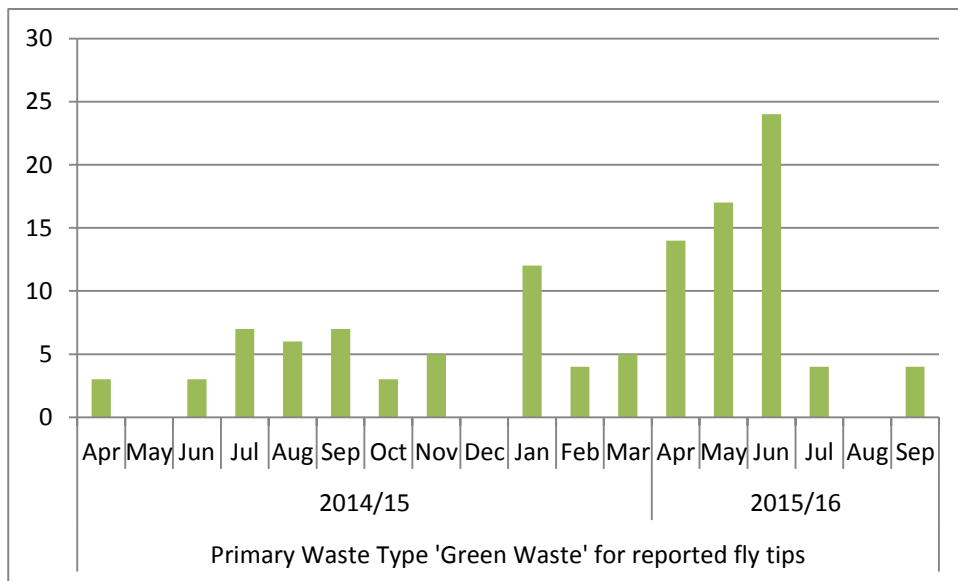
6.4 The following graphs compare residual waste tonnages and recycling rates since the beginning of 2014/15. These show that the service changes appear to have had a positive impact on the borough's recycling rate, and have had no noticeable impact on residual waste tonnages.



- 6.5 This data, combined with inspection data from the collection crews confirms that there has been no noticeable increase in garden waste being inappropriately disposed of as residual waste.
- 6.6 It would appear therefore that the vast majority of the garden waste that is not being collected through the kerbside scheme or at the Recycling Centre is either no longer being produced, or being displaced to home composting. Indeed, it is worth noting that over 80 compost bins have been purchased by Brent residents since April 2015.

7.0 Impact on fly tipping

- 7.1 When considering these proposals, Scrutiny Committee expressed some concerns that the introduction of a chargeable service might result in an increase in incidents of fly-tipped garden waste, and an increase in green waste being improperly disposed- of in residual waste and recycling bins.
- 7.2 Information is routinely gathered on the 'primary waste type' of fly tips, for use in performance reporting to central government, and within this data is a 'green waste' category, which is used where green waste was the largest component of a given fly-tip.
- 7.3 The graph below shows the number of fly tips attributed to garden waste over the past six reporting periods (18 months), to April 2014,



- 7.4 From this data, it appears that there was a notable increase in garden waste-related fly tips in the period immediately following the introduction of the new service (April, May and June 2015); but that there has been a subsequent drop in Quarter 2, to below last year's levels.
- 7.5 It is important to note that even the highest figure above (which took place in June 2015) is still less than 1% of all fly tips reported. However, Officers will continue to monitor these figures going forward, as a key indicator of the impact of the new service.

8.0 Lessons Learned

- 8.1 In terms of subscription numbers, the service has clearly been a significant success, as the target customer base was exceeded by some margin. The service also achieved the desired aim of reducing the volume of organic waste in the waste stream, and facilitated the roll-out of weekly dry recycling and food waste collections.
- 8.2 Furthermore, whilst there was an initial, small spike in green waste fly tips following the introduction of the new service, this appears to have been a short-term issue, with numbers now reverting to pre-launch levels.
- 8.3 The roll-out was not without its challenges however, and it is important to identify any lessons learned and consider what we would do differently if and when a future service change is implemented. The following table sets out the key lessons learned, and resultant proposals for the future.

Issue	Proposals for the future
Technical issues with payment system meant that residents were unable to make payment and were instead required to send an e-mail registering their interest for the first few weeks in February.	Ensure more thorough testing of all back-office systems prior to service launch to minimise the risk of problems occurring once the service is 'live'
Demand on Veolia's call centre was significant during sign-up and change-over of service, meaning long call waiting times and significant pressure on LBB's contact centre.	Garden Waste customer service to transfer to LBB for the 2016/17 sign-up period to provide greater capacity and resilience. Work towards establishing Direct Debit option as an alternative payment option as soon as possible. Consider options to re-profile renewals going forward so that in future, there is an even annual profile, and not a significant spike in spring. More generally, ensure adequate contingency arrangements are in place to deal with unexpected customer service demand when a service change take place.
Incorrect removal of bins from residents who had subscribed to the service causing significant volumes of calls and avoidable return delivery trips	Closer working between LBB and Veolia to ensure databases are properly updated in a timely manner, and that delivery crews are adequately supported with real-time information.
As no collection calendars were provided, some residents missed their day of collection, resulting in a level of frustration among customers, and an avoidable contact with the customer services team.	For 2016, garden waste collection calendars will be provided to all residents who sign up. More generally, make better use of proactive communication and customer information to avoid unnecessary responsive information requests.

9.0 Proposals for the 2016/17 renewal process

- 9.1 Plans are currently underway to move the management of the 2016/17 renewal process to the council's customer contact centre from January.
- 9.2 Work has been undertaken by Veolia's technical team to ensure that residents who are already signed up to the garden waste service can renew easily from January 2016; and the customer service team will start proactively calling current customers from early January, with the intention of ensuring the number of customers re-joining the service is maximised.
- 9.3 Residents who are new to the service will of course require a bin to be delivered to them before they can start using the service from April 2016, and Veolia are prepared for this
- 9.4 No residents will be able to sign up to the remaining three months of the 2015/16 garden waste service from January. They will only be able to sign up for the new service in 2016/17. If, however a resident is new to the borough and requires a clearance of some garden waste, a one of collection will be provided as long as they sign up for the full 2016/17 service.
- 9.5 It is proposed for the 2016/17 financial year to maintain the cost of the garden waste service at £40. The main difference however, is that there will no pro-rata reduction in cost per month and instead the cost will remain at £40 for most of the year and reduce to £20 for anyone signing up from the 1st October 2016. The 20 percent discount for all residents in receipt of income-related benefits remains.
- 9.6 Looking longer term, it is intended to work towards offering customers the option to pay via Direct Debit from April 2017, which, it is hoped, will both improve the customer experience, and reduce the currently significant administrative task of taking annual renewal payments.

10.0 Financial Implications

- 10.1 As mentioned previously, the service changes that were made in March 2015 were expected to deliver a saving to the Council of approximately £378,000.
- 10.2 In the Cabinet report, the financial implications were set out as follows:

“Veolia will be responsible for collecting the service charge from customers and will pass on all income received from customers to the council and make up any difference fully to a guaranteed annual amount offered of £400,000. Veolia will also pass to the council any income collected over and above £400,000. If the full cost of the service in any Contract Year is significantly greater than expected and if the Contractor reasonably believes that such variance is resulting in the Contractor being obliged to pass on income to the Council over and above that which it is receiving from customers, such variance shall be subject to the agreement of the Parties (acting reasonably)”.
- 10.3 Due to the strong take-up of the service, income in the first year has already exceeded the £400,000 threshold.
- 10.4 Of course, the fact that customer numbers are significantly higher than expected means that it has been necessary to deploy an additional vehicle and crew to properly deliver the service. Having paid for this additional resource, the net benefit to the Council in 2015/16 is just over £480,000; which is £80,000 more than the aforementioned guaranteed minimum payment from Veolia.

11.0 Legal Implications

11.1 None

12.0 Diversity Implications


12.1 None

Background Papers

None

Contact Officers

Rob Anderton, Head of Service, Public Realm, x5001
Chris Whyte, Operational Director, Community Services, x 5342

 Brent	Scrutiny Committee 6 January 2016 Report from the Chair of Scrutiny
For Action	Wards Affected: ALL
Report from the Budget Scrutiny Panel	

1. Introduction

- 1.1 A Budget Scrutiny Panel was put together by Brent's Scrutiny Committee Chair, Councillor Matt Kelcher, in December 2015, to analyse and scrutinise the proposed budget for Brent Council for the financial year beginning in April 2016.
- 1.2 The Panel was chaired by Councillor Kelcher, with Councillor Suresh Kansagra representing the opposition. Other members of the Scrutiny Committee to sit on the Panel were Councillors Janice Long, Shama Tatler and Sam Stopp.
- 1.3 Backbenchers were further represented on the Panel by Councillors Neil Nerva and Wilhelmina Mitchell-Murray.
- 1.4 The Panel met twice formally and further corresponded by email and telephone when producing this report. The Panel interviewed the Council's Chief Executive and Chief Financial Officer in person. Further information on various issues was also sought and delivered from officers.
- 1.5 This report is the beginning, and not the end, of the budget scrutiny process. It is not designed to be a comprehensive account of all of the Panel's concerns and queries about the draft Council budget. Instead, it summarises some of the Panel's broad thoughts about the direction and content of this budget.
- 1.6 This is designed to provoke a discussion and further debate at future meetings of the Scrutiny Committee, where all Councillors will be able to question the Deputy Leader of the Council, and senior officers, about any aspect of the budget.
- 1.7 We also confirm that from our investigations we believe that the draft budget presented is lawful.

The budget papers referred to in this report were submitted to the Brent Cabinet meeting for 14 December 2015 and can be found on the ModernGov application or on the Councils web site here:

<http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=455&MId=2768&Ver=4>

2. Recommendations

Members of the Scrutiny Committee are recommended to:-

- 2.1 Note the comments of the Budget Scrutiny Panel regarding budget proposals for the period 2016 and future years.
- 2.2 Request that future budget scrutiny activity is started earlier in the budget setting process from September onwards and engages scrutiny members in the development of proposals.
- 2.3 Request that the Scrutiny Committee considers the future review of income generation activities following work being undertaken by the Chief Executive to develop proposals.
- 2.4 Request that a direct debit scheme is put in place for the green bin service.
- 2.5 Request that the Cabinet reconsiders the proposed saving in relation to road and pavement repairs and considers alternative ways of maintaining safe roads and pavements.
- 2.6 Request that the Council consider raising council tax levels by the maximum 2 per cent allowably by the government with a focus on providing additional resources to protect services for the most vulnerable. As part of this the Council should review the Council Tax support scheme to ensure that the impact is minimised for those in financial hardship.

3. Role of Scrutiny

- 3.1 The Panel hopes that in future years that the Scrutiny Committee will have a more prominent role in the drafting and setting of the Council budget.
- 3.2 We note with concern that the “budget setting timetable” set out on page 30 of the cabinet report does not mention the scrutiny process, or the fact that the Panel has been scheduled to produce this report for January’s Scrutiny meeting for some time.
- 3.3 The Panel recommends that in subsequent years a Budget Scrutiny Panel should be established much earlier (September at the latest) and question each Cabinet Member or Head of Service about how the proposed savings and cuts within their portfolio will work in practice. This will allow full scrutiny of each and every proposal in the budget.
- 3.4 In the meantime, we look forward to the Deputy Leader of the Council attending the next meeting of the Scrutiny Committee on Wednesday 6 January to speak to this report. At this meeting all members of the Committee and other Councillors who sat on the Panel will be invited to expand upon the themes in this report and question the relevant Cabinet Member and officers on any aspect of the budget.

Agreed Savings

- 3.5 Appendix 1 of the cabinet report outlines the savings agreed as part of a two year budget set in early 2015. Due to the time plan built into this package, many of these savings are yet to be realised, and the Panel was keen to learn about the progress being made in their implementation.
- 3.6 With the Chief Finance Officer we went through each of the savings in the list to analyse progress made so far. We were pleased to see that around 95 per cent of predicted savings have been achieved in this financial year and that the majority of longer term savings are making good progress with three months to go until the final target for savings.
- 3.7 Without such reassurance we would be less confident in the predicted savings contained elsewhere in the report, though we still sought to scrutinise each of these assumptions as closely as possible.
- 3.8 We do note with concern that there remain some agreed savings which are some way from being achieved.
- 3.9 We recognise, that these include savings not within the exclusive gift of the authority, for example a review of funding to London Councils, which requires a two-thirds majority vote by members of London Councils' Grant Committee to change.
- 3.10 However, they also include projects managed by the Council which have not yet been fully realised. The Scrutiny Committee will continue to review these areas moving forward, for example the implementation of a local lettings agency.
- 3.11 More broadly, the Panel supports the Council's plan of delivering efficiencies where possible now, to allow more time later in the period for difficult cuts, savings and income generation strategies to be worked through.

4. New savings

- 4.1 The budget report also sets out new proposed savings to be implemented in the coming financial year and beyond. The Panel discussed each of these and sought further information from officers where necessary.
- 4.2 Specific questions about each of these plans may be asked by members of the Scrutiny Committee and others at the meeting attended by the Deputy Leader and others in January 2016.
- 4.3 It was noticeable that the proposals put forward in this year's package contain fewer items which will be immediately noticeable to the entire population of Brent – for example a charge for garden waste, or the closure of a public centre. However, as a Panel we are just as concerned about "invisible cuts" to services not used by the majority of the public, such as adult social care, and believe a budget should always ensure the most vulnerable are protected.

- 4.4 Our main broad critique of the package is that it lacks a common thread or philosophical story. The package instead appears to be a collection of disparate ideas brought together in order to reach the final figure required.
- 4.5 A clear example of this would be in the DOE001 proposal to increase the take up of direct payments for home care and community support. This is simply presented as a savings proposal rather than as part of the Council's long-term vision of how to deliver care.
- 4.6 We feel that setting out the Council's concrete vision at the start of the process, and ensuring that each proposal made aids progress towards that vision, rather than stalling it, would be an approach which would better ensure this continuity of purpose in future years.
- 4.7 Likewise, DOE001 helpfully illustrates the different attitude taken towards equality impact screening in many of the proposals. For this item it is asserted that there is no potential for disproportionate adverse impacts to take place on any protected group, even the disabled and people in older age groups. Other items, which do not propose as significant a change to the care provided to vulnerable people, take a much more cautious approach to impact screening, adding to the sense that this is one package with many authors.
- 4.8 In addition, we feel that wherever a service is withdrawn, a signpost to an alternative – even if not provided by the Council or the wider public sector – should be provided.

5. **Income generation**

- 5.1 The Panel was very interested in future plans for income generation within the Council. We have an obvious preference for raising new sources of revenue, over cutting existing services, but also feel that if the government proceeds with its long term plan to devolve local authority funding and withdraw central grants, Brent Council will have to find as many ways as possible to stand on its own two feet financially.
- 5.2 With this in mind, we have two general observations about the income generation plans within the budget.
- 5.3 Firstly, we feel that some of the estimates in the report may be overly ambitious. For example, item CE002 contains an aspiration to increase the amount of income generated from sport and recreation to the outer London average. This would be a significant increase in income of nearly £0.75 million.
- 5.4 However, Brent Council currently only owns three leisure centres, whereas other outer London authorities have more. For example, the London Borough of Barnet runs six leisure centres with its partners, according to their website. We find it difficult to imagine how Brent can generate as much income from leisure services as those boroughs with twice as many services to offer.
- 5.5 Likewise, we feel that more information should be provided on how the Council plans to reach this target. Members of the Committee reported receiving complaints from residents about the shortened opening hours for swimming at the Willesden Sports

Centre, and feel decisions like this could lead to local people using private facilities instead and undermining our income generating opportunities.

- 5.6 Secondly, we feel that the report does not cover the full range of income generation possibilities in the Council. We were pleased to learn that wider review will be undertaken by the new Chief Executive, and have asked that this report comes to the Scrutiny Committee for pre-scrutiny before it reaches cabinet.
- 5.7 Most notably, we feel that the Council should have a clear goal of increasing the proportion of Civic Centre weddings who afterwards use the Drum facilities for receptions. It was suggested that in particular the size and location of the Grand Hall room would be ideal for large Asian and Jewish weddings, which were particularly popular at the old Brent Town Hall. There seem to be some restrictions on the catering which can be brought in for events at our civic centre and so we would like officers to examine these rules closely to see if they are prohibitive to certain religious communities who may wish to use specialist caterers for their events.
- 5.8 Likewise, the facilities on site should be highly suitable for other large events, such as birthday parties, corporate away days and company AGMs. The Council should develop a further strategy to target these events.
- 5.9 Further, two members of the panel also recently sat on a Scrutiny Task Group examining CCTV provision in Brent. Through this investigation it was learned that there are many ways to monetise a local authority's CCTV infrastructure, for example ducts and wireless networks. This convinced members of the Panel that many more departments within the Council would find income generation possibilities if they were tasked with actively seeking them out.
6. **Spend to save**
- 6.1 It was felt that some of the savings the Council is pursuing, or will pursue in future, may incur more costs than necessary as they proceed, and therefore may fail in the long term. We feel there are other options which could work better on a spend-to-save rationale.
- 6.2 For example, we are extremely concerned that a direct debit service – with incentives to encourage payment through this method – was not set up when the Green Bin Charge was introduced in last year's budget. We believe this will undermine the long term savings generated by this policy change as the Council will be investing resources at the start of every financial year to ensure residents who want to keep their bin have paid up again for the next twelve months. A direct debit system would make it easier for residents to pay and for the Council to collect and we recommend that one is set up as a matter of priority.
- 6.3 Similarly, we are very concerned about proposal MGF002, which proposes to cut the core budget for core highways maintenance by 10 per cent. It was noted that the list of potential risks associated with this item was longer than many others, something particularly alarming in light of the overall saving being relatively low at £50,000.
- 6.4 The report notes openly that this cut will lead to fewer active repairs, something which could be dangerous for residents, but also severely damage the reputation of

the Council, particularly at a time when Council charges and taxes may be set to increase. It also risks additional costs in litigation arising from possible accidents arising as a result of poorly maintained roads and pavements.

- 6.5 We recommend that this proposal be dropped and that instead the Council examines if alternative ways to repair the street scene will decrease the need for reactive action in the long term.
- 6.6 For example, it was noted that tarmacking or concreting pavements leads to more even surface than paving slabs and does not give space for plants to grow upwards and damage the surface. Prioritising such alternatives may help to save the authority in the long term rather than always replacing paving stones on a like-for-like basis.
- 6.7 Another idea raised was to seek an outside partner to doggedly pursue illegal rubbish dumpers in the borough. The partner would be incentivised by being able to keep a large percentage of fines generated but the Council would realise long term savings as levels of illegal rubbish dumping – and associated clean-up costs – decrease. A similar approach could also be taken to people who drop litter or who do not clean up after their dogs.

7. Council Tax

- 7.1 The minimum legal requirement on the Council this year is to set a balanced budget and a level of Council Tax for the forthcoming financial year. As noted above, we are satisfied that they will do the former, but we anticipate much further debate around setting the level of the latter.
- 7.2 During the last Parliament, the government offered a freeze grant to local authorities who froze or reduced their basic level of Council Tax. This was the equivalent to a 1 per cent increase in Council Tax in each financial year. Along with most local authorities, Brent accepted this grant in every year of the last Parliament and never increased its level of Council Tax.
- 7.3 The advantage of this policy was that the Council were able to receive some additional funds without asking local people to contribute any more through the Council Tax system.
- 7.4 This disadvantage was that the Council's overall tax base would decline each year, as the additional funds provided could not increase cumulatively. Accordingly, The Chartered Institute of Public Finance and Accountancy (CIPFA) has estimated that had Council Tax risen in line with the Retail Prices Index measure of inflation of the course of the last Parliament, average council tax bills would be £168 higher next year, yielding an extra £2.8bn in funding for local authorities. This amount is equivalent to the entire road maintenance budget for the UK or the public health grant for local authorities.
- 7.5 In their Local Government Settlement announced before Christmas, the government announced both that the freeze grant would henceforth be abolished, and that Councils would continue to only be able to raise Council Tax up to 2 per cent without having a run a referendum.

- 7.6 We feel that these dual announcements leave the Council with little option but to increase Council Tax by the maximum allowed in this budget. It is understandable that the Council has decided not to increase Council Tax in previous years to protect residents, but in accepting the freeze grant, Brent has left its Council Tax base at a level several years out of date, and if action is not taken soon this baseline will be far behind what is required to run services in the future.
- 7.7 We also understand that this will have an impact on our residents. We therefore recommend that the Council reviews its Council Tax support scheme including any potential increase which might need to be made to protect the most vulnerable in the borough.
- 7.8 Likewise, the government have also announced that they will allow Councils to increase Council Tax by a further 2 per cent if the money is ring fenced to spend on social care. We feel that this option should also be carefully considered by the Council as a way to prevent the most drastic of cuts in this area.
- 7.9 If these policies are followed with this budget, and those subsequent budgets due in this Council period, around £12 million extra will be raised by the end of the period 2018/19.
- 7.10 The nature of the cuts to the Council's overall grant is so severe that this additional money will not be enough to save the Council from the need to make huge savings, but it could protect some services upon which our most vulnerable residents rely.

Government grant

- 7.11 The local government finance settlement was announced on Thursday 17 December. The initial headline RSG allocation for Brent is lower than previously assumed. This highlights the issue raised in previous Cabinet reports about the problems this uncertainty causes for Brent in its financial planning. The merits of longer-term settlements is something to which the scrutiny panel will return at a later date.

Councillor Matt Kelcher
Chair of Scrutiny Committee and Budget Panel

Members of the Budget Scrutiny Panel
Councillor Janice Long
Councillor Shama Tatler
Councillor Sam Stopp
Councillor Neil Nerva
Councillor Wilhelmina Mitchell- Murray

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**Scrutiny Committee
Forward Plan 2016
January 2016**

Date of Committee	Agenda items	Responsible officers
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, Strategic Director Regeneration and Environment</p> <p>Chair of Safer Brent Partnership</p>
Tuesday 9 February 2016	<ul style="list-style-type: none"> • Current Status of Systems Resilience Group and Winter Pressure update • Children and Adolescent Mental Health Services • Equalities and HR Policies and Practices Review and draft Action • Employment, Skills and Enterprise Strategy update 	<p>NHS London and Brent CCG</p> <p>Brent CCG and Gail Tolley, Strategic Director of Children and Young People</p> <p>Strategic Director of Resources</p> <p>Strategic Director of Regeneration and Environment</p>

Date of Committee	Agenda items	Responsible officers
Wednesday 24 February 2016	<ul style="list-style-type: none"> • School Achievement Report • Overall impact of the Benefit Cap in Brent after two years of implementation • CIL/S106 Task Group Report • SEND reforms and Implementation update 	<p>Gail Tolley, Strategic Director Children and Young People Lorraine Langham, Strategic Director of Regeneration and Environment</p> <p>Chair of task group</p> <p>Gail Tolley, Strategic Director Children and Young People.</p>
Tuesday 5 April 2016	<ul style="list-style-type: none"> • Adoption – implications of changes to national policy guidance. • Brent Education Commission - update on the implementation of the Action Plan 	<p>Gail Tolley, Strategic Director Children and Young People</p> <p>Gail Tolley, Strategic Director Children and Young People</p>
Tuesday 26 April 2016	<ul style="list-style-type: none"> • Annual Report of Scrutiny Committee • Update on Customer Access Strategy • Housing pressures in Brent 	<p>Cathy Tyson, Head of Policy and Scrutiny</p> <p>Strategic Director of Resources</p> <p>Strategic Director of Regeneration and Growth</p>
Tuesday June 2016 (TBC)	<ul style="list-style-type: none"> • Unemployment and Work Programme providers • Environmental Sustainability Agenda • Access to affordable childcare 	<p>Strategic Director of Regeneration and Growth Lorraine Langham, Chief Operating Officer</p> <p>Gail Tolley, Strategic Director Children and Young People</p>

Date of Committee	Agenda items	Responsible officers
Wednesday July 2016 (TBC)	<ul style="list-style-type: none"> • Update - Central and North West London NHS Foundation Trust - Care Quality Commission report and action plan • Complaints Annual Report 2014-15 	<p>NHS London and Brent CCG</p> <p>Peter Gadsdon, Director of Policy, Partnerships and Resources.</p>

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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

		<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>	<p>Recommendations made were incorporated in the tasks group's scope of work.</p>
<p>1st October 2014</p>	<p>North West London Hospitals Trust Care Quality Commission inspection compliance action plan</p>	<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.
6 th 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.
10 th 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	<p>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</p>	<p>The issue of cooperation with work programme providers has been highlighted and a greater urgency to</p>

		<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: <ul 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>	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.
5th November 2015	Brent Local Safeguarding Children Board Annual Report	<ul style="list-style-type: none"> Members of the committee asked a series of questions regarding the OFSTED inspection concerns. Members enquired about the funding cuts faced by the Metropolitan Police and how this would impact on the work of the Board. Members asked question regarding data on FGM and work on anti radicalisation. Members also expressed concern that the Board did not have a specific strand of work on looking at the welfare of those children who were homeless. The Committee recorded its concern over the issue of 	The independent chair of the Brent Local Safeguarding Children Board (LSCB) present the LSCB annual report to Scrutiny members.

		<p>transitory families and the effect this could have on children and that all the partner agencies were fulfilling their responsibilities in this area.</p> <ul style="list-style-type: none"> Members questioned the outcome of the work of the Board and the evaluation of the training. <p>RESOLVED:</p> <p>(i) that the LSCB annual report be noted;</p> <p>(ii) that the Committee's concerns regarding the welfare of children within transitory families and temporary housing be passed back to the Board.</p>	
	<p>Scrutiny task group on Closed Circuit Television (CCTV)</p>	<ul style="list-style-type: none"> The committee questioned the law on the deployment of CCTV. Concern was expressed that by adopting a traffic light approach to deploying CCTV, this would take from areas of less crime which would then be vulnerable to an increase in crime. Reference was made to the Cleaner Brent App and if this could be linked to CCTV. <p>Councillor Denselow identified eleven of the recommendations as being capable of either being included in the strategy or that were already in progress. The other eleven recommendations would need to be further explored with input from other parts of the Council such as legal and planning. However, he felt all the recommendations could be implemented.</p> <p>RESOLVED:</p> <p>(i) that the recommendations of the scrutiny task group on closed circuit television (CCTV) be approved and the development of an action plan across the Council and with partner organisations be supported;</p>	<p>The 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. The report outlines the task group's findings and recommendations.</p>

	Scrutiny task group on Fly tipping	<p>(ii) that a progress report against the recommendations be submitted to the committee in six months time.</p> <ul style="list-style-type: none"> • It was suggested that the recommendation to give the Cleaner Brent App further publicity could be actioned by adding a footnote to Council correspondence. • It was pointed out that a lot of the recommendations involved Veolia and it was questioned whether Veolia would take on these suggestions. • With regard to the collection of bulky waste, the view was put that it was important to provide an efficient collection service to avoid it being dumped. • Reference was made to the people whose job it was to go out in the borough and it was asked whether they had a duty to report dumped waste. • Questions were asked on how the suggested community clean-ups might work. <p>Councillor Southwood stated that there was nothing in the recommendations affecting Veolia that could not be implemented through the current contract the Council had with them. She supported the point made about language leading to a misunderstanding of what fly tipping was. She felt that none of the recommendations presented anything that was unachievable or undeliverable. She agreed that local people needed to be empowered to take action against illegal dumping.</p> <p>RESOLVED:</p> <p>(i) that the recommendations of the scrutiny task group on fly tipping be approved and the development of an action plan across the council and partner organisations to take them forward be supported;</p> <p>(ii) that a progress report against the recommendations be submitted to the Scrutiny Committee in 6 months time.</p>	<p>The 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. The report outlines the task group's findings and recommendations</p>
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	Scrutiny forward plan and key comments, recommendations and actions	That the Scrutiny Committee forward plan be noted. The actions listed against the key comments and recommendations from meetings of the Scrutiny Committee during 2014/15 were noted	
2nd December 2015	Update on the procurement processes for five General Practice services in Brent	<ul style="list-style-type: none"> • Members queried the consultation process; members also discussed the provision of GMS and PMS contracts and what they saw as the unannounced phasing out of GMS contracts. • The committee asked for details of any existing PMS contract holders that had a role in the CCG. It also asked for information on the performance issues with the Sudbury Surgery. • The committee made enquiries regard to the standard service provision including remote access for appointments. • The committee emphasised the importance of engaging with patients over how to use on-line appointment facilities. <p>RESOLVED:</p> <p>(i) that the briefing and timeline for the procurement process for five GP practices in Brent be noted;</p> <p>(ii) that an update on progress be submitted to the Committee in March 2016.</p>	This paper is to provide the Scrutiny Committee with a briefing and update on the processes being undertaken by NHS England to procure contracts to continue services for patients of five practices across Brent.
	CCG Commissioning Intentions	<ul style="list-style-type: none"> • The Chair asked how it was intended that the CCG would move from a deficit position to a surplus with no reduction in service. • Members expressed concern at the change of approach to post-discharge advice and education for mental illness shown in paragraph 8.13.a of the report. • It was felt that GPs needed more training on treating mental health issues. Members felt that more work was needed on looking into mental health services and undertook to discuss this outside the meeting. 	The report provides a summary of the commissioning intentions and the processes and engagement that has supported their development.

		<ul style="list-style-type: none"> • Reassurances were sought that the views of Patient Voice would be taken into account and that access to the services provided was considered. 	
South Kilburn regeneration programme	<ul style="list-style-type: none"> • Questions were asked regarding how many units of social housing were being provided as compared to private housing. • Concern was expressed that as budgets got tighter less social housing would be provided. • Members enquired about the slippage to the programme and how local residents were informed of this. Richard Barrett stated that he attended a tenants steering group every 2-3 months. • Reference was made to complaints received from residents about the behaviour of some contractors. • Questions were asked about employment opportunities within the area created by the regeneration programme. • The Committee were interested in receiving more information on the work with the police in designing out trouble spots within the new redevelopments. • Members were also concerned that the planned expansion of local schools would provide sufficient places for local children. • Members expressed their continuing concern over the need to provide better outcomes for local people and not just provide new housing. 	This report provides an update to Members of the Scrutiny Committee of the progress of the South Kilburn Regeneration Programme. It sets out the main aims, achievements to date and ambition of the programme.	
Scrutiny forward plan and key comments, recommendations and actions	Two new task groups will be established to look at housing associations operating in Brent and the use of Section 106/Community Infrastructure Levy payments. The work programme will be updated to reflect the forthcoming approval of the terms of reference.		

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