



Resources and Public Realm Scrutiny Committee

Monday 26 March 2018 at 7.00 pm

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

Membership:

Members

Councillors:

Kelcher (Chair)

Kansagra (Vice-Chair)

Aden

Colacicco

Crane

Ezeajughi

Mashari

Stopp

Substitute Members

Councillors:

S Choudhary, Daly, Harrison, Hylton, Kabir, Long and
Naheerathan

Councillors:

Maurice and Warren

For further information contact: Bryony Gibbs, Governance Officer

Tel: 020 8937 1355; Email: bryony.gibbs@brent.gov.uk

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Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also a Prejudicial Interest (i.e. it affects a financial position or relates to determining of any approval, consent, licence, permission, or registration) then (unless an exception at 14(2) of the Members Code applies), after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

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- You yourself;
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- any body of a type described in (a) above.

Agenda

Introductions, if appropriate.

Item	Page
1 Apologies for absence and clarification of alternate members	
2 Declarations of interests Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item(s) to which they relate.	
3 Deputations (if any) To hear any deputations received from members of the public in accordance with Standing Order 67.	
4 Minutes of the previous meeting <i>To follow.</i>	
5 Matters arising (if any) To consider any matters arising from the minutes of the previous meeting.	
6 Annual Safer Brent Partnership Report 2017/18 The report provides a detailed overview and review of performance in relation to the activities of the Safer Brent Partnership and priorities for 2017-2018. The paper contains a brief summary of key partnership activities and progress, whilst highlighting the local challenges we continue to face across Brent.	1 - 46
Ward Affected: All Wards	Contact Officer: Karina Wane Head of Community Protection Email: karina.wane@brent.gov.uk Tel: 020 8937 5067
7 Engagement and Consultation Review The Committee will receive a presentation on the findings from the Engagement and Consultation review.	
Ward Affected: All Wards	Contact Officer: Genevieve George Partnership and Engagement Manager Email: genevieve.george@brent.gov.uk Tel: 020 937 1048

8 Supporting Business Growth in Brent

47 - 54

The report outlines the actions taken to respond to the recommendations from the April 2017 Resources and Public Realm Scrutiny Committee Task Group Report, as well as the wider programme of activity developed across the Council to support the business growth and enterprise agenda.

Ward Affected:

All Wards

Contact Officer: Kaya Chatterji

Service Development Manager: Employment, Skills, and Enterprise

Email: kaya.chatterji@brent.gov.uk

Tel: 020 8937 6673


9 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 60.



Please remember to set your mobile phone to silent during the meeting.

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

 Brent	Resources and Public Realm Scrutiny Committee 26 March 2017
	Report from the Strategic Director of Regeneration and Environment
Cover Report: Safer Brent Partnership Annual Report 2017-2018	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	One: <ul style="list-style-type: none"> • Safer Brent Partnership Annual Report 2017-2018
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Karina Wane Head of Community Protection Email: karina.wane@brent.gov.uk Tel: 020 8937 5067 Davina Smith Community Safety Manager Email: davina.smith@brent.gov.uk Tel: 020 8937 1780

1.0 Purpose of the Report

1.1 To provide a detailed overview and review of performance in relation to the activities of the Safer Brent Partnership and priorities for 2017-2018 as detailed:

1. Reducing Gang Related Offending
2. Reducing Anti-Social Behaviour
3. Reducing Reoffending
4. Reducing Extremism, Hatred and Intolerance
5. Reducing Violence and Vulnerabilities
- 5a. Reducing Domestic and Sexual Abuse
- 5b. Reducing Child Sexual Exploitation

1.2 The report provides a brief summary of key partnership activities and progress, whilst highlighting the local challenges we continue to face across Brent.

2.0 Recommendations

- 2.1 That the Committee regard the detailed actions and operations made in response to the priority issues of the partnership.
- 2.2 That the Committee uses this information presented to discuss the Council's operational developments aligned to existing challenges and progress.

3.0 Detail

- 3.1 The Safer Brent Partnership is the statutory community safety partnership under section 5 of the Crime and Disorder Act 1998. It confers a legal responsibility on the agencies in the Partnership to consider the impact on crime and disorder of everything that they do, to reduce crime, disorder, substance misuse and reoffending in Brent.
- 3.2 An annual report is completed at the end of each financial year to highlight the achievements, challenges and general performance against the priorities set. Please see Appendix A for the Safer Brent Partnership Annual Report 2017-2018.

4.0 Financial Implications

- 4.1 Brent currently commission a domestic abuse Independent Domestic Violence Advocacy (IDVA) service, Family Support service and Multi-Agency Risk Assessment Conference (MARAC) Coordination amounting to £0.27m per year. Service savings were agreed at Cabinet March 2017.
- 4.2 The Home Office no longer provides grant funding towards IDVA and MARAC coordination, therefore the Council is receiving £0.03m less grant funding per year from 2017/2018.
- 4.3 Brent has been successful in obtaining an additional £0.3m Home Office Transformation funding from 2017-2019. Over three years Brent will be delivering an additional Health Based IDVA co-located at Northwick Park Hospital and a three-tier screening IDVA co-located at Brent Police Station. This will further strengthen partnerships, access to services and earlier prevention support to victims of domestic abuse.
- 4.3 The Mayor's Office for Policing and Crime currently fund through the London Crime Prevention Fund a number of interventions requested by the Community Protection service amounting to £0.59m per year. These interventions include: the Community MARAC and Hate Crime, Domestic Abuse perpetrator provision, Exit Sex work programme, Gangs Intervention Programmes, Mentoring, Sports and Wellbeing programmes, early intervention worker and Gangs worker. This fund is confirmed until March 2019, therefore future funding for this intervention is uncertain.
- 4.4 The Met Patrol Plus is currently funded by the Council revenue fund, £0.41m per year until 31 March 2019.

- 4.6 The CCTV upgrade for a 'Safer Brent' is funded by a secured capital investment of £2.3m via the Council Capital investment panel, approved by Cabinet. This work will be completed in January 2019.

5.0 Legal Implications

- 5.1 Regarding the commissioning of services, 2017/2018 was a year for redesigning service provision and re-tendering provision. Legal considerations and advice was taken throughout this period.
- 5.2 The value of our Domestic Abuse contract and CCTV upgrade over the lifetime is in excess of £500,000. They were, therefore, deemed a High Value contract for the purposes of the Council's Contract Standing Orders ("CSO") and Financial Regulations and under the CSO, Cabinet approval was obtained for each stage of the tendering and procurement.
- 5.3 Section 92 of the Police Act 1996 (as amended by the Police Reform and Social Responsibility Act 2011) gives a local authority the power to make grants to a police force whose police area falls wholly or partly within the Borough of Brent, either unconditionally or with the agreement of the Chief Officer of Police, with conditions. This applies to our Met Patrol Plus agreement.

6.0 Equality Implications

- 6.1 Under section 149 of the Equality Act 2010, the Council has a duty when exercising its functions to have "due regard" to the need to eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act and advance equality of opportunity and foster good relations between persons who share a protected characteristic and persons who do not. This is the public sector equality duty.
- 6.2 The protected characteristic is defined in the Act as: Age, Disability, Gender reassignment, Pregnancy and maternity, Race (including ethnic or national origins, colour or nationality), Religion or belief, Sex and Sexual orientation. Marriage and civil partnership are also a protected characteristic for the purposes of the duty to eliminate discrimination. The previous public sector equalities duties only covered race, disability and gender.
- 6.3 All commissioned services collate data relating to equality as part of the programme of work including gender, disability, sexuality, ethnicity, and age (with particular interest in young victims and perpetrators). The commissioned services are monitored on their ability to deliver effective services to specialist BME cohorts, and to link in with other local specialist partners to facilitate this.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 The Annual Report has been approved by the Lead Member for Stronger Communities and a Safer Brent Member briefing took place in December 2017 to highlight the priorities, developments around challenges and performance.

8.0 Human Resources/Property Implications

- 8.1 The current provision of IDVAs, family support and MARAC coordination to the Council is delivered now by Advance who are accommodated by both Brent's

Children and Young People Department at the Civic Centre and the Police at Wembley Police station. All necessary checks for access has been completed.

- 8.2 The previous contract was delivered by Hestia and Transfer of Employment (Protection of Employment) Regulations 2006, (“TUPE”) applied to the staff of Hestia as they transferred to Advance.
- 8.2 The Met Patrol Plus is co-located within the Brent Civic Centre. An appropriate location within the basement was identified to ensure restricted access and safeguards are in place. All Policing activities with suspects will continue to take place at Wembley Police station or other core police stations.
- 8.3 Other core staffing are located within the Community Protection Team to coordinate response to the priorities across the Council and employed as Brent Council staff to support delivery and achieve outcomes for Brent residents.

Annual Report sign off:

AMAR DAVE

Strategic Director of Regeneration and Environment



Safer Brent Partnership

Annual Report 2017-2018

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1.0 Introduction

This report describes the activities of the Safer Brent Partnership throughout 2017-2018 in support of the 2014-17 Safer Brent Partnership strategy and its revised priorities for 2017.

1.1 What is the Safer Brent Partnership?

The Safer Brent Partnership is the statutory community safety partnership under section 5 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, Brent Housing Management 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 partnership, 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. The Leader and Lead Member attend providing clear democratic accountability. 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.
- The **Metropolitan Police** provide a visible presence in the partnership, and have the broadest range of dedicated community safety resource, with over 500 police officers allocated to Brent borough, further centralised resources and future changes as the borough merger proceeds.
- The **London Fire Brigade** bring a focus on prevention and risk to the partnership, providing resource for working with vulnerable people, premises, a strong set of opportunities for community engagement and fire safety.
- 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 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 quarterly 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.

Information is shared across the Safer Brent Partnership through the s115 Information Sharing Protocol, which allows for the sharing of both personalised and depersonalised information across agencies for the purposes of crime prevention and reduction. This protocol is reviewed each year.

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.

1.2 Priorities 2017

The Safer Brent Partnership agreed its revised priorities for April 2017 onwards. The current strategy ran for three years (2014-17) and the new strategy is currently being developed and consulted upon. The strategy describes a model of community safety, 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' and 'Making communities more resilient'.

The new priorities are similar to previous, with some changes to the 'Violence Against Women and Girls (VAWG)' priority, as this terminology excludes Violence against men and boys. The revised priorities also offered Child Sexual Exploitation to be prioritised via a wider priority of Violence and Vulnerabilities whilst still remaining a LSCB priority. Gang related Offending has also recognised the Pan London trends of increased Knife crime. Overall these updates to the priority have enabled a further defined delivery, whilst remaining aligned to the Police and Crime Plan.

The Safer Brent Partnership 2017 priorities:

1. **Reducing Gang Related Offending**
2. **Reducing Anti-Social Behaviour**
3. **Reducing Reoffending**
4. **Reducing Extremism, Hatred and Intolerance**
5. **Reducing Violence and Vulnerabilities**
 - 5a. **Reducing Domestic and Sexual Abuse**
 - 5b. **Reducing Child Sexual Exploitation**

The work of the partnership adheres to the HIPE model:

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

Priority 1: Reducing Gang Related Offending

- identifying those affected by gangs and encouraging exit through diversion or enforcement:
 - Dismantling criminal networks
 - Tackling violent crime
 - Reducing serious youth violence
 - Identifying vulnerable young people on the periphery of gangs

Priority 2: Reducing 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

Priority 3: 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
 - Managing the Offender Management programme
 - Identifying vulnerable people on the periphery of offending for targeted interventions

Priority 4: Reducing Extremism, Hatred and Intolerance

- *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

Priority 5: Reducing Violence and Vulnerabilities

- Safeguarding those most vulnerable at risk of becoming victims of crime
 - Effective delivery of the Community MARAC

Priority 5a: Reducing Domestic and Sexual Abuse

- *supporting victims of these crimes and bringing the perpetrators to justice:*
 - Domestic Abuse
 - Female Genital Mutilation
 - Sexual Exploitation (incl. trafficking & prostitution)
 - Sexual violence (including rape)
 - Sexual abuse
 - Stalking
 - Prostitution and trafficking
 - Forced marriage
 - Honour-based violence
 - Faith-based abuse
 - Domestic Homicide Reviews (DHR)
 - Perpetrator Programme - delivered by DVIP, RESPECT accredited
 - The MARAC
 - A specialist Health IDVA & A non-crimes IDVA (Transformation funding)

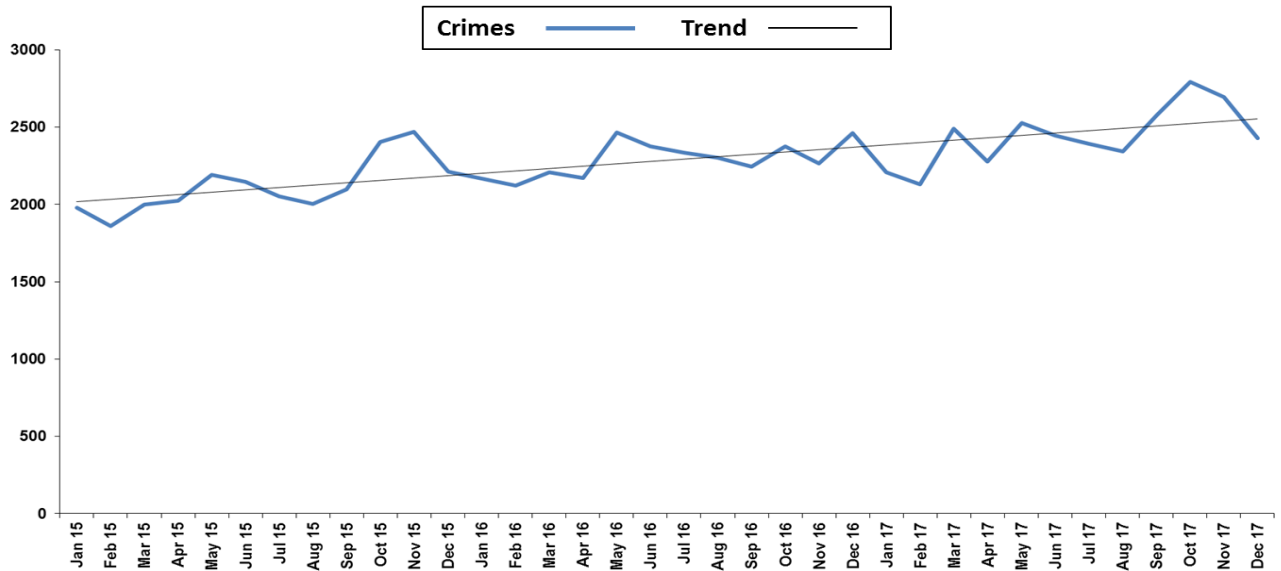
Priority 5b: Child Sexual Exploitation

- *protecting those most at risk of ongoing sexual abuse*
 - Understanding the scope of the issue in Brent
 - Working together to disrupt perpetrators and bring them to justice
 - Identifying those at risk and safeguarding them

2.0 Performance 2017-18

The number of Total Notifiable Offences (all crimes) in Brent has increased in the last 12 months from 27,504 to 29,296 providing an overall increase of 7%. Over this same period London has also seen a 7% increase in Total Notifiable Offences.

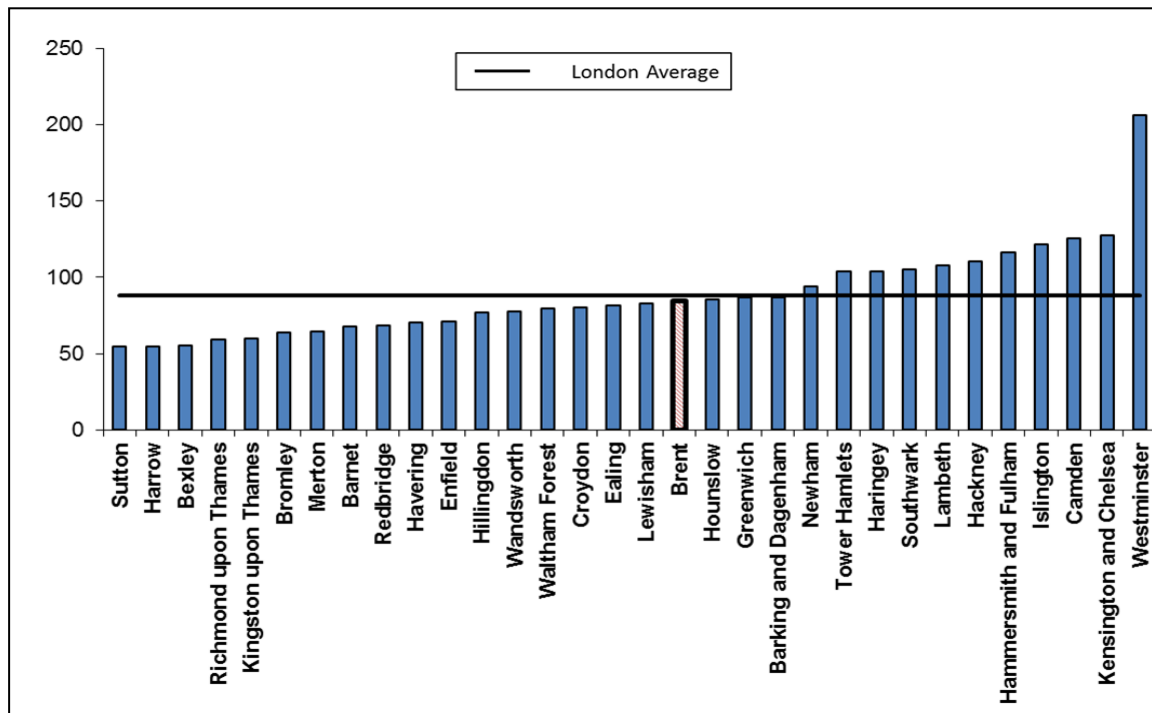
Total Notifiable Offences recorded by Brent Police over the last three years:



OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

Brent's crime rate per 1000 of the population is still below the London average as seen below, even though there is an overall increase in crime.

Crimes per 1000 of the population in London, January 2017 - December 2017:



2.1 Safer Brent Partnership Outcomes

The outcomes for 2017 has shown a positive outturn overall for the Safer Brent Partnership board. The wide range of successful interventions and operations put in place to help deter and reduce our priority related crimes and concerns have proven impactful. There has been a 6% rise in ASB repeat callers and an increase in gang related knife crime which has also been exhibited as a London trend. Response actions are detailed within the report highlighting the help provided to tackle the issues. The below highlights our overall performance this year.

Priority	What will we do?	How will we measure it?	How are we progressing?
Crime	We will aim to be below the London borough average for the overall crime rate	Total Notifiable Offences per 1000 population, as per Home Office approved statistics	London borough average 92 crimes per 1000 of the pop. Brent 89 crimes per 1000 of the pop.
Domestic Abuse	We will reduce the harm caused to the most vulnerable victims of domestic abuse	Comparative risk assessments undertaken before and after intervention	100% of survivors in our service report reduced risk following our intervention
Gangs	We will increase the numbers of high harm gang members engaging in intervention programs to exit gang and criminal activity	Continued monitoring and tracking of identified gang nominals against engagement with interventions programs offered.	Data not currently available. Gang nominals now make up nearly 50% of the New Offender Management Programme.
Gangs	We will reduce high harm gang offending - lethal-barrelled gun discharges	Monitoring the number of lethal-barrelled gun discharges recorded by Brent Police	The number of Lethal-barrelled gun discharges did not change year on year
Knife Crime	We will reduce high harm gang offending - knife injury victims (under 25 years old non domestic)	Monitoring the number of knife injury victims (under 25 years old non domestic) recorded by Brent Police	3.6% year on year increase in knife injury victims (under 25 years old non domestic)
Vulnerabilities	We will reduce the risk to the most vulnerable people referred to our Community MARAC	Comparative risk assessments undertaken before and after intervention	The risk of the CMARAC cohort has reduced by 38%
ASB	We will reduce the harm caused to the most vulnerable ASB victims	Monitoring the number of ASB repeat callers to Brent police	6% year on year increase in repeat ASB callers to the police
Reoffending	We will reduce the offending rates of the most prolific offenders	Ministry of Justice reoffending measure	16.7% reduction in reoffending of the IOM cohort

3.0 Safer Brent Partnership Board Development

During the annual review of priorities at the Safer Brent Partnership (SBP) meeting in March 2017. The revised priorities were agreed.

The Community Protection service has completed a comprehensive review of its Closed-Circuit Television (CCTV) capability and commissioned a new suite of systems to improve the capability of CCTV in the borough. The delivery roll out is outlined in the transformation delivery plan which will see an end to the ongoing maintenance issues, costs, low technological capabilities from an archaic system and infrastructure. Not only do we anticipate an enhanced offer to crime detection, this program is also linked to generating an increased business model to support council income generation moving forward.

Projects have developed throughout the last 12 months to enhance the operations of the board and build our innovative approach to a Safer Brent.

The sub group boards have completed reviews of performance and practice, to ensure that they are working efficiently and effectively. Clear action plans have been developed as part of improvement planning.

The below summary sets out the developments we have made to progress these projects over the past year. Progressing delivery to impact on the SBP priorities.

The 2017-2018 SBP project update include:

- MetPatrol Plus – Brent Police Tasking Team
- CCTV Upgrade
- Vulnerabilities Matrix

3.1 MetPatrol Plus – Brent Police Tasking Team

The first year review of the **Partnership Tasking Team** programme (PTT) has shown great successes around our Safer Brent Partnership priorities, especially for those who have seen an increase trend in activity, namely Anti-Social Behaviour, Gangs and Violence with Injury and Reoffending. There has been a development journey undertaken by the team to increase their knowledge and competence in tackling other hidden crime types such as domestic, sexual abuse and child sexual exploitation; to ensure that all our priorities are tackled robustly to make Brent a safer place for all.

Anti-Social Behaviour attributed to 52% of the PTT's activity which is consistent with the volume of work required in these hotspot areas. A large proportion of that activity was **enforcing our Public Spaces Protection Orders and use of Community Protection warnings, notices and fixed penalty notices for anti-social cohorts** who were non-compliant. Gangs attributed to on average 34% of the PTT activity. Analysis has shown emerging gangs in Kingsbury, Wembley, Neasden, Harlesden and Willesden, often controlling the open drug markets. These areas are also the same as our ASB hotspots.

The PTT have evidenced an **increased learning around Child Sexual Exploitation**, helping to identify and safeguard vulnerable children as well as aiding disruption of such exploitation.

Reducing Reoffending attributed to 6% of the PTT activity. The third quarter saw a peak in this activity at 11% due to additional assistance needed by the probation service to respond to high risk offenders who were in breach of orders relating to our priorities.

This also included **undertaking stop and search of known drug dealers and habitual knife carriers** to help enhance deterrence mechanisms in hotspot locations.

3.2 CCTV Upgrade

Brent CCTV was subject to a review in 2015 and subsequently a consultation took place to discuss options for the service. This review highlighted that our cameras were archaic and require an upgrade to ensure operational longevity and value for money.

Subsequent analysis and agreement has taken place throughout 2016 to move and update our analogue CCTV systems towards a digital ideally wireless 'IP enabled' system. Capital investment of £2.3m for the upgrade was requested and approved by Cabinet March 2017, and this will enable:

- Increased system capabilities and infrastructure flexibility,
- Reduced operating and maintenance costs,
- Increased income generation opportunities,
- 24hr surveillance operations,
- Increased surveillance capability to enhance priority response,
- Potential for adapting free network space for street Wi-Fi,
- Longevity and reliability of our surveillance to help to make Brent Safer through modern technology.

Following this approval, and throughout 2017, we procured a consultant to lead on the upgrade project, procured a provider to take the upgrade forward and in January 2018 started the works. The upgrade will form a three stage process with the forecast completion date being 31 January 2019.

3.3 Vulnerabilities Predictive Matrix

In 2017, Community Safety and IBM have carried out a proof of concept, building a predictive model to identify vulnerable young people most at risk of criminal exploitation, such as Child Sexual Exploitation (CSE) and gang drug running. The predictive model uses a range of data sources from youth offending services, social care, schools and gang area intelligence. The model draws upon risk indicators identified from extensive research for 'The Office of the Children's Commissioner's Inquiry into Child Sexual Exploitation in Gangs and Groups.

The predictive model is currently based on around 12,000 children and has proven that we can start identifying children at Risk of Criminal Exploitation well before the outcome occurs. We have pulled a number of individuals out of the database, in each case the predictive model showed heightened risk years in advance of the outcome.

The early identification of vulnerable young people provided by the model will promote the use of earlier cost effective interventions and ensuring better decisions are made each time a young person engages with services. The model will introduce a quantifiable and objective risk assessment which can be managed across partner agencies.

We began to look into the potential of the extensive data structure behind the predictive model through a user friendly dashboard.

The dashboard can focus the current panels and risk management partnership meetings already in place, providing instant intelligence and insight into priority cases, high risk cases, and missing children that are high risk and live in a gang area. As well as providing a governance overview for managers.

The deployment of this model in a multi-agency environment will undoubtedly better safeguard the most vulnerable children through better risk management and early cohort specific interventions. The predictive model is currently going into the prototype stage, as part of the Outcome Based Review for gangs recommendations. The prototype stage is due to run for three months from April 2018 and will involve operational social care professionals using the models dashboard to inform decisions. The prototype will be evaluated before deciding whether the predictive model will be fully implemented.

3.4 Outcome Based Reviews

OBRs were established in January 2016 as a means of supporting delivery of Brent 2020 priorities. From April 2017 the council focused on establishing three new Outcome Based Reviews which adopt a design-methodology to (discover, define, develop and deliver) reimagine ways of working and jointly develop and test solutions through working with a wide range of stakeholders.

The three Outcome Based Reviews (OBRs) focused on Domestic Abuse, Gangs and the Edge of Care. The main challenges which the OBRs will focus on will include:

1. **Domestic Abuse** - *'How do we increase the number of victims and perpetrators who are able to access early intervention and support to prevent reoccurrence?'*
2. **Gangs** - 'How do we reduce levels of gang related offending?'
3. **Edge of Care** - 'How to support young people at risk of becoming LAC safely in the community?'

Extensive community, partners and professionals engagement has taken place including focus groups, forums, visioning days and feedback sessions. Which enabled a number of perspectives and views to be shared and gathered. Alongside this work further research was undertaken utilising local information and analysis of key drivers in demand, quantifying the scale of the problem and increasing what we know.

Some of these ideas have now moved into the Prototype stage for development and trial delivery in 2018 onwards. Many of the prototype development ideas include Safer Brent Priorities, therefore the Community protection team have supported these developments and will do so going forward. Other ideas listed below, did not require development and were able to be delivered straight into practice (see table):

Projects integrated directly into delivery;

Project	OBR	Details
Youth engagement app	Gangs	Engaging young people in the design, build and testing of a youth engagement app (joint project with CYP youth offer)
Mentoring app	EoC	Social media platform to bring together mentors and mentees - linked with app development above.
Community-led support programme	Gangs	A community-led support programme, bringing local organisations together to jointly design solutions to support young people and their families. Focused on: <ul style="list-style-type: none"> - Bringing together existing support available in the community - Creating better awareness of existing support available and connecting support / residents - Celebrating success - Harnessing talent
DA training & awareness	DA	Mapping provision of awareness programmes and healthy relationships training to better understand what is currently available in Brent and identify opportunities to provide increased knowledge and awareness to prevent DA and encourage earlier intervention. In addition mapping current provision of DA training for frontline professionals (including family solutions workers, social workers and housing officers) to ensure suitable training is in place and being taken up.
DA Housing SPOC	DA	Creating a single point of contact in housing to lead on response to DA cases and act as rep on multi agency groups e.g. MARAC. Role will include supporting other housing staff to improve response to DA and developing a programme of work to develop and test ways to better support victims and families to safely remain in their home if they wish to.
DA commissioned services review	DA	Review of current commissioning and management of contracts for providers delivering DA services in Brent. The review will identify ways to better join-up the approach to commissioning DA services, using guidance from the Home Office and Women's Aid.

4.0 Priority 1: Reducing Gang Related Offending

Why is it a priority?

In July 2017 the Metropolitan Police Gangs matrix indicated to identify 22 gangs in Brent, which is an increase of one additional established gang compared to the previous year.. There are 288 identified gang members of which 181 are in the community, and 107 are in Prison. The Brent gangs' cohort is over 90% male, 80% black, and has an average age of 24 years old. The long standing gang issues in Brent have created a cohort, which is older than most London boroughs. Currently only 7.3% of the cohort are 17 years old or under, compared to the London average of 20%. Work is currently being developed to better identify our youth gang associates, including utilising our enhanced partnership intelligence.

The profiles of offenders for the two proxy gang indicators over the last 12 months shows a similar pattern to the gang's matrix. The profile around the lethal-barrelled gun discharges is representative of the established gang profile that is most likely to be able to access firearms. The offenders in relation to lethal-barrelled gun discharges were exclusively male, 90% black, and an average age of 26.

High harm gang related offending in Brent continues to be high and above the average of our most similar group. The proxy indicators of lethal-barrelled gun discharge incidents and knife victims under 25 years old are currently seen to be the best measure of gang related offending in Brent.

Stabbing incidents have occurred all across the borough, however there are five hotspots; Wembley High Road, Neasden Town centre/along Neasden Lane, Harlesden town centre, Old Church Road and Kilburn High Road. Three of the five knife related murders in Brent involved teenagers one of which was a child.

In recent years, gang offending has been primarily linked to drugs markets and the related violent incidents. It must be considered, that gang offending is dynamic and their criminal activity may diversify, as agencies realign resources to tackle drug market activity. It is, therefore important that we continue to monitor other crime type trends, particularly for sudden spikes and crimes committed by multiple offenders. A recent example of a change in gang criminal activity has occurred in north and east London resulting in an increase in moped enabled robberies, to which we have not identified as an issues of concern in Brent .

What did we do?

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

- Through the **Offender management programme (OMP)**, prolific gang member offenders and knife carriers are offered interventions to reduce their offending and enhance positive outcomes in relation to their support needs.
- **St Giles Trust** have been commissioned to provide a **Gangs Intervention Programme** for 2017-2019 to challenge and work with those involved or on the periphery of gangs, to change their behaviour, while holding them to account, to take responsibility for their actions. This programme works with those involved in gangs to exit gang lifestyle and to provide early intervention to people identified as being on the periphery of gang offending. Through service users' specific targeted support, to assist in achieving positive outcomes. The support delivered significantly reduced their involvement in gangs and achieved positive outcomes.

- **Educational programs** offered to all Primary, Secondary and Pupil Referral Unit (PRU) within Brent providing early intervention and prevention to Brent's young people and increase awareness around the consequences of joining a gang. The educational programmes covers different themes linked to gang offending,
- **A peer training project** offered to those who have engaged significantly with the Gang Intervention programme and exited gang lifestyle.
- **Gang awareness training** delivered throughout 2017 and available up to 2019, providing professionals who work with gang effected people and/or families' awareness around the issues and how to best support those involved. This has been delivered by St Giles Trust throughout 2017.
- Increased referrals and interventions to the **Early Help Gangs mentor**. The Youth Gangs worker works with young people within YOS, Early Help and Social Care. They support young people to exit gangs, develop greater empathy, access mentoring provision and diversionary activities, and obtain formally accredited achievements.
- From 2017-2019 a **Mentoring, Sports and Well-being programme** from Air Network has been commissioned and have provided support to offenders on the Offender Management Programme in the following ways;
 - **Access to the main London prisons** to be able to engage with and provide support to the offenders prior to release.
 - Meet the targeted offender at the prison gate when released and escort to release appointment.
 - Provide support around the **nine pathways of re-offending** e.g. Housing support and assistance securing housing, education, training and employment, with the aim of securing employment and support with drug and alcohol needs.

2. Source funds and commission projects to support gang exit, diversion and early intervention.

- Through funding from the Safer Neighbourhood Board, a Pilot group work **programme for young woman and girls at risk of gangs** has been commissioned. Abianda, a social enterprise, work with young women and girls in Brent affected by gangs. This is an opportunity for targeted group work, one to one and early intervention in addressing issues facing gang affected young woman and girls. The 12 session group work programme will be delivered over a period of 12 weeks.
- **Secured funding for a one day Home Office Locality review** that will focus on County Lines and CSE. This will provide a report highlighting current strengths and good working, as well as provide recommendations moving forward.

3. Increase public reassurance in hotspot areas by providing a visible presence of uniformed (high visibility vests) council officers and branded vehicles during peak gang activity times.

- **Community Assurance Programme** - the aims of the additional revenue funded operations were to increase public reassurance in community hotspot areas, following the increase in gang related serious offences across the borough. This was completed by a planned operation to deploy a visible presence of uniformed council officers and branded vehicles during peak gang activity times in evenings and weekends across the borough.

- Operation activity was monitored via daily tasking sheets for nine of the twelve weeks. During this period, there were 272 activities and referrals for support logged in relation to Gangs.
 - A large volume of **actionable intelligence** around the gangs, and their activity has been captured during the operation. The intelligence has been shared with services, and partners including the Brent Police Gangs Unit, YOS, and Children and Young People department.
4. Continue to create awareness of the partnership work, as well as find new solutions to assist with tackle gang offending.
- Engaging and developing in key strategic and operational **cross boarder collaboration** to improve information sharing and better partnership working relating to reducing re-offending and better identifying offenders and vulnerable people. This has included key meetings in relation to Notting Hill Carnival and effectively preparing for this.
 - **Sharing best practise** to managing prolific offenders, identifying vulnerable young people and reducing offending. This has included looking at joint enforcement tactics such as Criminal Behaviour Orders.
 - Attending regional and national forums and conferences in relation to Gangs, CSE and Serious Youth Violence to gain **better understanding and awareness of emerging issues**, trends and threats, sharing good practise and looking how to implement new ways of working locally.
 - Participation in the London Gang Exit working group board to help LGE to identify and address key operational issues.
 - In partnership, Brent LCSB hosted a half day event focusing on knife crime and **Serious Youth Violence Learning** and how this could be tackled in Brent. The event looked at how Contextual Safeguarding can be adopted and what other organisations were doing in Brent to help tackle the issues.

How successful have we been?

Above we have outlined the wide ranging activities delivered and there are more interventions which we contribute to daily, as part of our work to reduce Gang related offending. Below we have highlighted some key successes and impact:

Interventions	Activities	Outcomes achieved	Impact
St Giles	Mentoring 1-1 School workshop	received 32 referrals since April 2017 and are currently engaging with 21	The OMP partnership has: Reduced gang related offending by 35.03% IOM cohort by 17.11% HCK cohort by 75.98%
Air Network	Sports, mentoring and wellbeing programme	Overall, they have received 70 referrals for the total offender management programme The under 18's workers is engaging with 37 offenders from the gangs and knife carriers cohort and have achieved outcomes relating to ETE, Housing support, substance misuse and health and wellbeing.	

Interventions	Activities	Outcomes achieved	Impact
Police Tasking Team	Dealt with 824 activities around gang related offences.	152 arrests since April 2017	Dealt with 824 activities around gang related offences.
Gangs Worker	one-on-one and Group Work sessions with children and young people identified as gang affiliated/affected in Brent	Received 55 referrals since start of the programme. No. engaged positively to date = 35	67% those referrals that engaged have taken positive action to address primary pathway/need 37% reduction in re-offending in the last 6 months following engagement with the programme

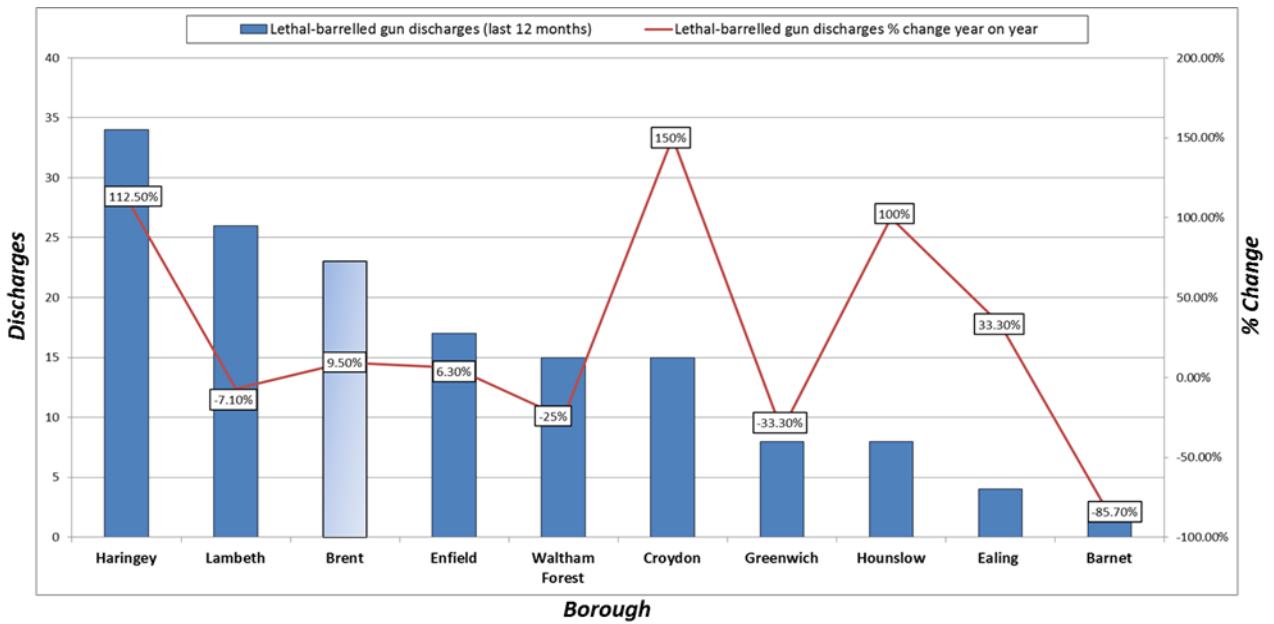
Positive Interventions and Outcomes

There are currently 55 offenders on the Offender Management programme that fall under the gangs and knife carrier cohort. This is a fluid number with new referrals being accepted and offenders being removed for successful progression of the program and additional reasons.

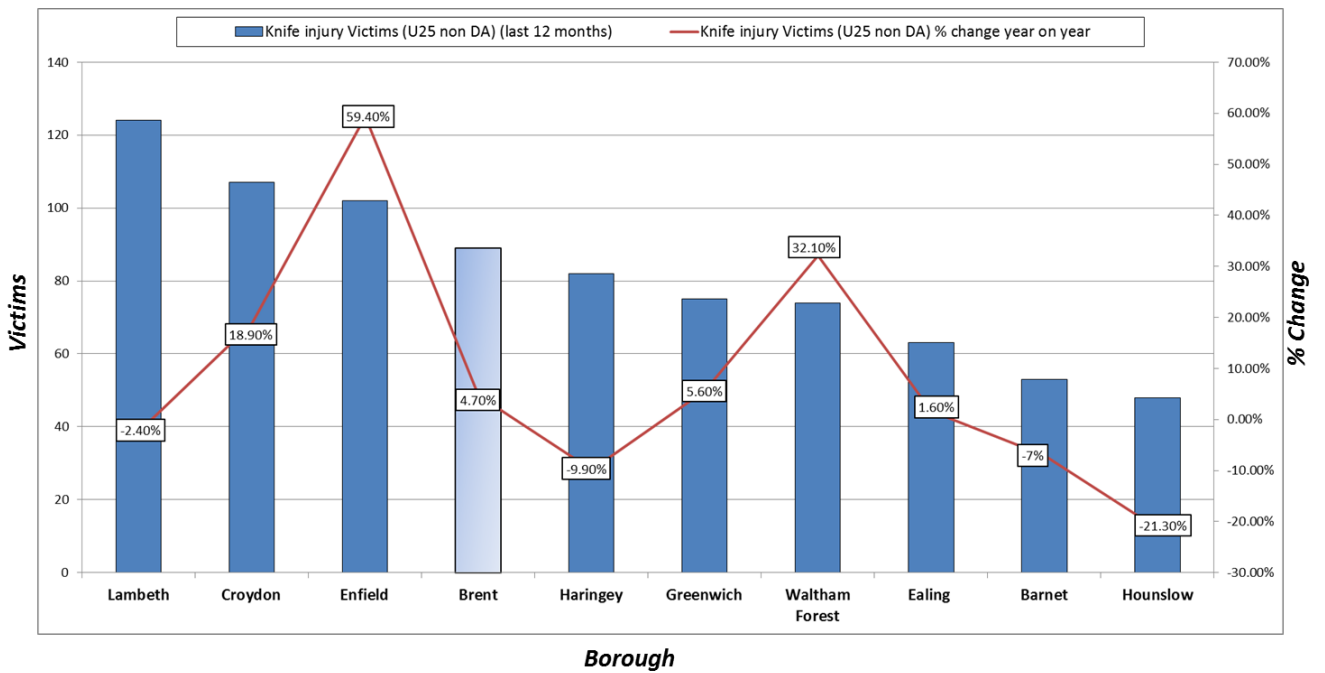
St Giles Trust have received 32 referrals since April 2017 and are currently engaging with 21 clients successes are the achievement and outcomes relating to Entry to Employment, housing needs met, and improved family relationships. Air Network are engaging with 37 offenders from the gangs and knife carrier's cohort. They have achieved positive progression and outcomes relating to clients and their entry to employment, Housing support solutions, substance misuse management, support and access to health and wellbeing opportunities.

Alongside some of the successes outlined above we are still faced with multiple complex challenges as an inner London Borough. Brent has the third highest number of lethal-barrelled gun discharge incidents, in comparison to the most similar London boroughs, in the last 12 months. The number of lethal-barrelled gun discharges has increased by 9.5% from the previous 12 months. Four other boroughs have seen larger increases in lethal-barrelled gun discharges, in comparison to Brent.

Lethal- barrel gun discharges in the last 12 months



Knife injury victims under the age of 25 years old (non-domestic related)



Brent has the fourth highest number of knife injury victims under the age of 25 years old (non-domestic related). The number of knife related injuries under 25 years old has increased by 4.7%, which is the fifth highest within the most similar group.

The below table shows the breakdown of murders in Brent from 2013 to 2017:

Year	Gun	Knife	Other	Grand Total
2013	2		1	3
2014		3	2	5
2015	2	6	2	10
2016	3	2	2	7
2017	1	5		6

Overall murders and particularly gun related murders decreased in 2017 compared to 2016. Despite the overall decrease in murders, knife enabled murders increased in Brent in line with London and National trends. This increase in knife related violence is an emerging threat that is being closely monitored, as well as the link to knife crime and gangs specifically.

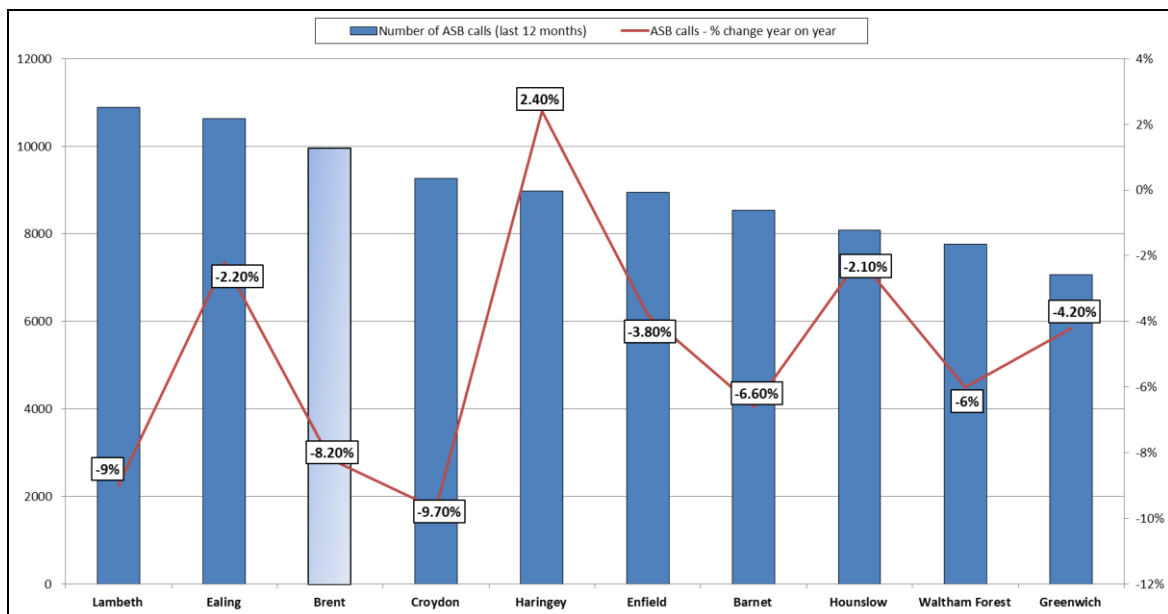
The Police have introduced a **Habitual Knife Carriers (HKC)** matrix similar to the gang's matrix, which risk scores individual against knife related offences and intelligence over the last two years. Brent currently has 43 nominals on the HKC matrix of which 40% are also on the gang's matrix, which demonstrates the impact gang activity has on knife crime. The cohort is currently 98% male and has an average age of 23 years old. The average age is only slightly lower by one year than the gangs matrix, however under 18s make up 19% of the cohort, which is a much higher proportion than 7.3% of the gangs matrix.

5.0 Priority 2: Reducing Anti-Social Behaviour

Why is it a priority?

Anti-Social Behaviour (ASB) is highlighted as a key concern for residents of Brent. Anti-social behaviour nationally has increased across the Borough. This could be down to increased reporting and also an escalation in open drug markets and the impact of gang activities in Brent. Visible evidence of disorder through unchallenged ASB 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.

Brent has the third highest number of ASB calls (see chart below), in comparison to the most similar London boroughs, in the last 12 months.



There are two 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 and 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. These are co-terminus with police cluster boundaries and cover Kilburn, Harlesden and Wembley. LJAGs have the ability to direct mobile CCTV resources.
- 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. Further details highlighted in the chapter Reducing Violence and Vulnerabilities.

What did we do?

Public Spaces Protection Orders and Casual Labour Markets:

Brent extended the HoneyPot Lane **Public Spaces Protection Orders (PSPO)** in December 2017 to run up until December 2020. The order banned the practice of picking up workers for casual cash-in-hand labour within a specified area. **Casual workers hired in this way are**

often exploited, earning less than the minimum wage and exposed to unsafe working environments. The order was also varied to prohibit those loitering in the area with the intention of seeking casual labour between 6.00 -12.00 hours. The Cricklewood Broadway Public Spaces Protection Order was discontinued in December 2017 due to a huge decline in nuisance and anti-social behaviour incidents attributed to a historical causal labour market since the order was implemented in December 2015.

The order also gives Brent Council the ability to issue Fixed Penalty Notices, or begin court proceedings against, anyone picking up labourers in those areas, in order to remove the incentive for people to gather there in large numbers looking for work. It also gives the Council the ability to penalise unauthorised coaches for stopping and disembarking passengers within those areas. Fixed Penalty Notices for Breach of a PSPO warning were increased to £100 which is the maximum tariff under the legislation.

There have been regular joint operations between Harrow and Brent Council in Honeyport Lane where we have a shared border.

Borough wide Street Drinking Public Spaces Protection Order:

A Borough wide Public Spaces Protection Order to prohibit street drinking was implemented in October 2017 up until 20 October 2020. The enforcement programme will be conducted predominantly by the Council's Partnership Tasking Team with the assistance of Local Safer Neighbourhood Teams. There are also plans to develop a council pool of enforcement at the Enforcement Practitioners Group.

LJAG Summary:

All three Local Joint Action Groups **use monthly hotspot maps** to prioritise enforcement and engagement in the appropriate areas. The noticeable increase has been **drug related incidents** in all 3 clusters which confirms that the single biggest problem are the open drug markets in Brent. Other issues prevalent has been the increase of organised begging and street drinking.

Prolific drug dealers engaged in high level anti-social behaviour and criminality will now be targeted for Criminal Behaviour Orders with a **5 stage escalation** process agreed with the Brent Police's senior leadership team in February 2018. Use of Community Protection Warnings and Notices for antisocial behaviour perpetrators are now common practice, with use of fines issued regularly for non-compliance.

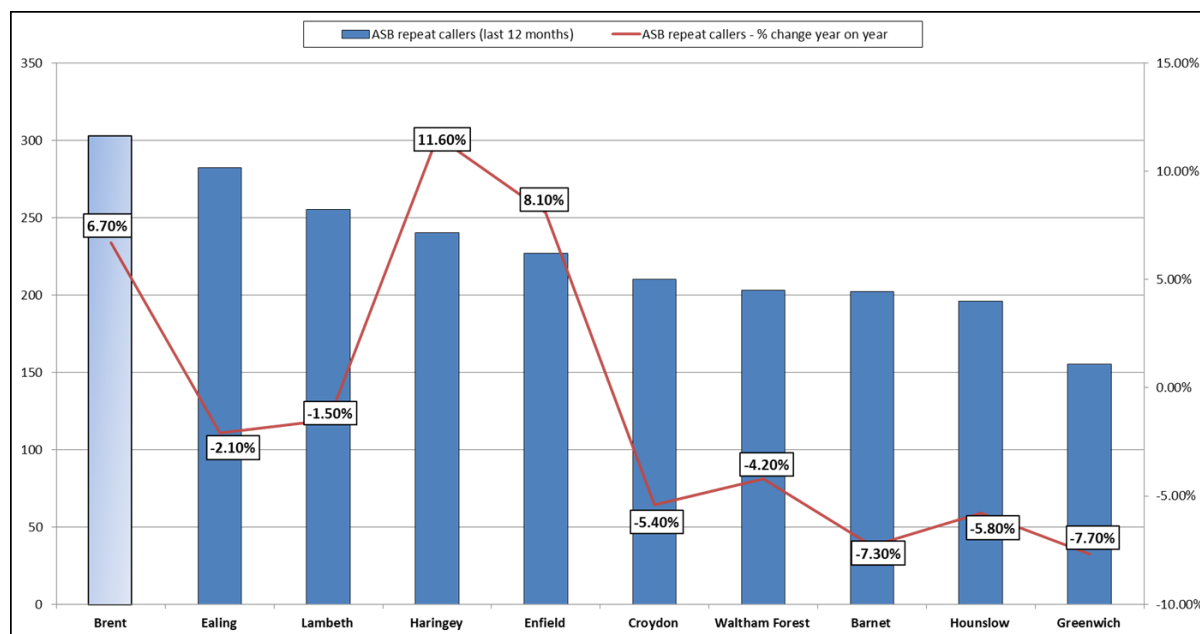
The last 12 months have seen and increased **use of Closure Notices and Orders** to deal with problems premises associated with nuisance and drugs. Under the Sexual Offences Act 2003 we regularly support Brent Police in closing down suspected brothels, including working with Change Grow and Live to support exploited sex workers in Brent.

An overview of all LJAG cases for the last 12 months can be seen in Appendix 1.

Anti-Social Behaviour Repeat Callers:

Analysis of anti-social behaviour calls to the Police and Council has shown an increase in repeat callers across the borough which has contributed to more anti-social behaviour incidents recorded in 17/18. As a result, identification of the top 10 repeat callers are being assessed on a quarterly basis and referred into the Community MARAC, with its remit widened in April 2017 to include hate crime.

Brent also has the highest number of ASB repeat callers, in comparison to the most similar London boroughs, in the last 12 months. A high proportion of those calls are **repeated by a handful of individuals** where a robust response plan is developed with Police partners and the other proportion were attributed to customers impacted by the cohort seeking casual labour work in the area, which is currently being tackled under the Honeypot Lane Public Spaces Protection Order.



Anti-Social Behaviour Team - Future Merger:

Brent's Anti-Social Behaviour Team and Brent Housing Management's Anti-Social Behaviour Team will merge into a single core ASB team by April 2018 to unify service standards and create a more seamless service delivery to Brent residents. There will also be a developed working protocol with Brent Housing Management's Housing services to ensure effective housing management of anti-social behaviour perpetrator cases.

How successful have we been?

Police Partnership Tasking Team

The proactive policing approach and support to the current Safer Neighbourhood teams and wider policing activities has enabled the PTT in Brent to achieve substantial outcomes:

Total Anti-Social Behaviour Cases opened 17/18 = 224

Total case actions 17/18 = 1023

There is still a high proportion of anti-social behaviour cases involving open drug markets where there are gang associations. Increased use of Criminal Behaviour Orders to prohibit these groups from associating and banning them from areas of concern.

Casual Labour market Anti-Social Behaviour from April 2017 to date has attributed to on **average 52% of the Partnership Tasking Team's activity**, which is consistent with the volume of work required in these hotspot areas and the ongoing enforcement of Public Spaces Protection Orders (PSPO) which expires in 2020.

ASB Top 5 Categories:

	Complaint Category
JA0	Drug Dealing
JB1	Street drinking
JA1	Taking Drugs
JJ1	Noisy Neighbours
JPD	Intimidation/ Harassment

Year 17/18 has seen an increase in enforcement action with additional resource of the Partnership Tasking Team to help police and enforce our hot spot areas.

Enforcement Outcomes 17/18:

Enforcement	Total
Community Protection Warnings	36
Community Protection Notice	7
Public Spaces Protection Warning	130
Fixed Penalty Notices	38
Criminal Behaviour Orders	12
Closure Notices	6
Closure Orders	5
Community Triggers	27

6.0 Priority 3: Reducing Reoffending

Why is it a priority?

Whilst the overall number of offenders in London has fallen, the number of people reoffending within London has increased. Previous evidence has shown that a well-run Offender Management Programme that targets and supports repeat offenders can have a positive impact on the rehabilitation of those offenders and the communities they affect. These prolific offenders cause harm to communities and individuals and cost London taxpayers the equivalent of £2.2 billion a year in criminal justice costs alone and require targeted and specific support to assist them with breaking the cycle of reoffending.

Evidence shows that these offenders typically lead chaotic lives and have complex needs and that they are more likely to have been exposed to crime and violence themselves, often from a young age; have education and employment problems; and have learning difficulties or lack basic literacy and numeracy skills. Addressing each of these underlying issues is necessary to divert these individuals out of a life of crime and into a positive role in society.

What did we do?

1. Implement and co-ordinate the multi-agency Offender Management programme.
 - Developing a strong partnership approach to the delivery of the offender management programme.
 - Ensuring that **key strategic partnerships and forums are current and effect**. Due to gang offenders being part of the Offender management programme, we have amalgamated the previous IOM delivery group and Borough gang's delivery group, to one overarching offender management delivery group.
 - **Identifying offenders that impact our community** the most through their offending. This includes previous Integrated Offender Management (IOM) cohort nominals, as well as prolific gang offenders, Domestic Abuse perpetrators, Child Sexual Exploitation perpetrators and any other offender causing the highest harm/threat/impact. These individuals require the most intensive mentoring and support to help them achieve positive lifestyle changes and to reduce and stop re-offending.
 - The programme aims to **target up to 200 offenders** and offer a bespoke support package that will encourage them to reduce their reoffending and increase outcomes relating to the nine pathways of reoffending.
 - **Currently, gang related offenders make up 45% of the cohort. Knife carriers represent 11%, domestic abuse 5% and IOM offenders are 37% of the cohort.**
 - **Commissioning relevant services** that can meet the needs of the cohort and reduce reoffending. From 2017-219, we have commissioned several interventions that can support offenders on the programme. This includes a gang intervention programme, Sports, mentoring and wellbeing programme, Domestic Abuse perpetrator programme and a gang's worker based within the Early help service. Please refer to section on Gang offending and VAWG for more info.
 - Ensuring that the partnership can evidence a reduction in reoffending. The programme has achieved over the baseline outcomes. **We have reduced re-offending** of the IOM cohort by 16%, 34% for the gang's cohort and 85% for the knife carrier cohort.

2. Link current Violence Against Women and Girls (VAWG) priorities to the Offender Management programme to help reduce Domestic Abuse (DA) reoffending
 - Attending the monthly Domestic Abuse MARAC to ensure perpetrators of domestic abuse are being offered support via the offender management programme and **Domestic Abuse perpetrator programme**, and sharing key information on those perpetrators that are discussed at MARAC.
 - Ensure that the offender management programme is supporting the priorities and there is no duplication of work, and those opportunities for intelligence sharing are met.
 - Providing training to other colleagues on the offender management programme and Domestic Abuse programme, and the referral process.

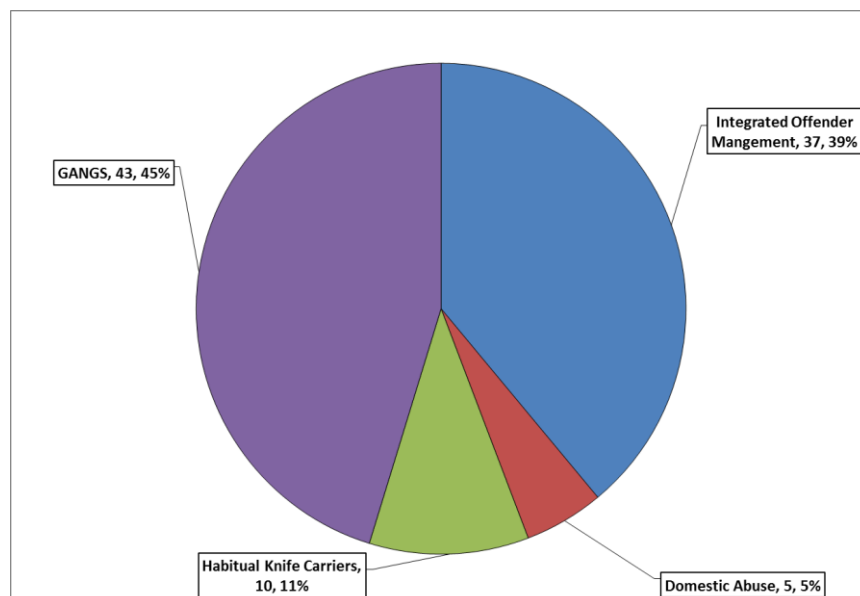
Strengthening Partnerships

- **Leading and winning the MOPAC Pan London co-commissioning bid** for a 3 year programme that focuses on County Line activity. The Out there Rescue and Response programme will aim to improve the identification and response to the impact of the exploitation of young people by organised criminals from July 2018.
- Participating at the **Brent Police fortnightly TTCG tasking** meetings. This allows for the Local Authority to highlight any high risk individuals, hot spots areas and current activity being planned.
- **Joint police and Local Authority tasking** of the Police Partnership Tasking Team (PTT), to ensure that the Councils priorities are being focussed on, including reducing re-offending. This has included the PTT assisting with arrest warrants of prolific offenders, as well as conducting welfare checks.

How successful have we been?

There are currently 102 prolific offenders on the Offender Management programme, but this has changed regularly since implementation in July 2017 with new referrals being monitored. Reoffending is measured on the overall reoffending rate (measured as the percentage of offenders who reoffend) and broken down into cohort types. These are the standard performance measures used across the UK and recommended by the Ministry of Justice.

The below pie chart shows a breakdown of the cohort by sub cohort:



In line with the reducing gang offending priority; gang related offenders now make up nearly half of the cohort with a further 11% from Habitual Knife Carriers. The programme also now works with domestic abuse offenders and the original reduced Integrated Offender Management cohort which offences are generally serious acquisitive crime such as burglary and motor vehicle crime. The overall cohort is 98% male and has an average age of 25 years old.

Reductions in Reoffending (OMP)

Baseline	2017-2018	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Average Reduction
15%	IOM	14.6%	16.11%	16.73%	18.48%	16.48%
10%	LA Gang		20.20%	34.90%	49.99%	35.03%
10%	HKC		85.80%	85%	57.15%	75.98%

The above line table shows the reduction in reoffending for the cohorts of the Offender Management Programme. For the Integrated Offender management (IOM) Cohort, the average reduction over the year to date is above last year's baseline figure of 10%, as well as slightly above this year's baseline of 15%. The new Habitual Knife Carriers and Local Authority Gang cohort have been part of the programme for two quarters. **Both of the new cohorts have seen large reductions in reoffending.**

The partnership have been able to achieve the positive outcomes due to strong partnership work to tackling the reoffending rate. This has included commissioning interventions that can assist the cohort with a variety of needs such as housing, ETE, mental health, mentoring and positive activities, as well as working with other agencies such as WDP.

7.0 **Priority 4: Reducing Extremism, Hatred and Intolerance**

Why is it a priority?

Brent is one of 52 Prevent Priority Boroughs identified by the Office for Security and Counter-Terrorism, 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 before a crime has been committed. Brent receives funding for a Prevent Team and specific project work which aims to build resilience against radicalisation and where possible address identified risks.

Prevent is focused on four types of terrorist related risk:

- Al Qaeda, ISIS, and like-minded groups
- Far right groups
- Dissident Irish Republican groups
- Animal rights violent activist groups

A Counter Terrorism Local Profile produced by the Counter-Terrorism Command of the Metropolitan Police, 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. The majority of Brent's Prevent work focuses on this risk. In addition to the Prevent Strategy, Local Authorities are listed as a 'specified authorities' under the Prevent Duty, Counter-Terrorism and Security Act 2015. The duty sets out 6 areas where a Local Authority must evidence activity, they are:

- A risk assessment
- An action plan
- Partnership work
- Staff training
- Understanding and supporting other agencies and organisations supporting children
- Understanding and supporting out of school settings supporting children

The above requirements are monitored and actioned via the Prevent Delivery Group.

What did we do?

Prevent in Brent is delivered across 6 strands, also overseen by the Prevent Delivery Group.

Delivery

- **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 support for terrorism and affiliated groups. Channel is for individuals of any age who are at risk of exploitation by violent extremists and/ or terrorist ideologies, participation is voluntary. The panel maintains a strong safeguarding focus and is chaired by the Head of Safeguarding and Quality Assurance.
- **Referrals to the Channel Programme** are received and triaged by Brent's Family Front Door and Adult Safeguarding, Multi – Agency Safeguarding Hub (MASH). Noticeable themes evident to individuals engaged on Channel are those who:

- May not be previously known to council services,
- have undiagnosed cognitive or mental health issues and,
- those exploring a sense of purpose or belonging.

This financial year we have successfully increased a network of local community based organisations willing to support individuals and families affected by radicalisation. This ensures that holistic support for Channel cases is offered more speedily and more local support mechanisms are a part of agreed intervention plans.

The quality of referrals to Brent's Channel panel has also improved over this financial year. Whilst overall referral figures have declined, cases referred show a better understanding of associated vulnerabilities and evidence risk conducive to support for a violently extreme ideology. At present Channel figures are exempt from disclosure under Data Protection Act exemptions and therefore are not included within this report.

- **Prevent Case Management** is a Counter-Terrorism Command led meeting which meets on a case basis to discuss managing the risk of those who have been radicalised to such an extent that they may not be suitable for Channel support. This might include TACT offenders, individuals known to MAPPA or hate preachers. Prevent Case Management can also include working with venues known for hosting extremist speakers. Information in relation to Prevent case management activity is also exempt from disclosure under Data Protection Act exemptions and therefore are not included within this report.
- **Prevent Duty Requirements** are overseen by the Prevent Delivery Group. The Prevent Delivery Group monitors progress against the agreed live risk assessment and action plan. This includes reviewing policy and practice in light of the Prevent duty, identifying training needs and strengthening Brent's partnership approach to Prevent. Financial year 17 - 18 shows that Prevent Delivery Group actions at the beginning of March 2018 are RAG rated as 70% green and 30% as amber. Amber actions relate to:
 - Auditing of Channel referrals
 - Commissioned services undertaking Prevent related training
 - Amendments to venue hire policy and related guidance

However, by the end of March 2018 the auditing of Channel referrals should be complete, taking our RAG rated scoring to 80% Green.

Over Financial Year 17 – 18, we have improved in our understanding of 3rd sector providers and commissioned partners, in particular *'agencies and organisations supporting children'*. A priority for 18-19 will continue to be that we provide advice, training and support to this sector.

- **Prevent Projects** are funded by the Home Office. Prevent project delivery aims to address specific risk identified locally, or build resilience against extremism in the relevant areas. Currently, detailed information relating to Prevent Projects is exempt from disclosure under Data Protection Act exemptions.

As an overview, Prevent projects address a range of issues for example, they seek to protect people from being radicalised within the online space, build resilience against the risk of radicalisation, provide "safe spaces" for discussion and debate within school and community settings. They aim to highlight topics of conflict and address

risk, provide family support to relatives of those affected by radicalisation, and work with the faith sector to protect and mitigate against the impact of radicalisation.

- **Prevent related training** The Workshop to Raise Awareness of Prevent (WRAP) is the official Home Office training tool which provides an understanding of the radicalisation process and what to do if you are concerned about an individual. WRAP is predominantly delivered in educational settings and assists professionals to understand their related safeguarding responsibilities.

Unfortunately during quarter 3 of the last financial year we lost delivery of WRAP through the Local Safeguarding Children's Board (LSCB) due to staffing changes. Whilst we had hoped to reinstate training this financial year we were unable to do so. Losing this audience may have had an impact on training figures Year 17 – 18, given we are down by 161 participants compared to last year's figures. However, we do hope to reinstate WRAP training within the LSCB training offer Year 18 – 19, staff changes permitting. This is to ensure our training offer is usefully extended to 3rd sector partners and lay members of the community.

In addition to these settings, training is routinely delivered to internal teams within the council. Frontline staff receive two distinct training offers, 'WRAP Plus' which is mandatory for some internal teams and 'Understanding Extremist Ideology' training which is an optional full day training session.

WRAP Plus builds on the standard WRAP training tool. It uses additional cases studies to develop a greater understanding of violent ideologies and the typical vulnerabilities that might compound a terrorist ideology. It also familiarises staff with the London Councils' Indicators of Need – Threshold Matrix which is the benchmark used to assess the gravity of a case. This training is particularly useful for teams working with at risk vulnerable individuals, particularly staff making crucial decisions about an individual's/ family's welfare.

'Understanding Extremist Ideology' training looks in depth at Islamic inspired and Far Right terrorist messaging. It reviews terrorist propaganda, rhetoric, symbols and targeted messaging. It familiarises professionals with the journey of a violent extremist and aims to build the confidence of frontline staff, particularly those working with families impacted by radicalisation.

- **Prevent Outreach as part of the Stronger Communities Strategy**

Community outreach was a priority for the Prevent Team financial year 17 – 18. A series of 5 'Partnerships and Dialogue Events' were planned. They were: 1 dialogue event on Radicalisation and Youth Desensitisation to Violence, 2 Home Office to Community Roundtable events, 1 Supplementary Schools Seminar and 1 secondary schools and college focussed event on Understanding the Pull of Terrorist Ideologies. We were unable to deliver the event aimed at secondary school and college aged students, we have learned that significant lead in time is required to arrange such an event. We will carry delivery of this over to the new financial year.

How successful have we been?

Reach

Numbers of participants reached by Prevent funded delivery and related training are currently exempt from disclosure under Data Protection Act exemptions and therefore are not included within this report.

8.0 Priority 5: Reducing Violence and Vulnerabilities

Why is it a priority?

The Brent Community MARAC (CMARAC) is recognised as an example of good practice nationally, as a multi-agency panel meeting which has been created to share information on high-risk cases of vulnerable individuals and to put in place a risk management plan to address the safety and protection of those victims.

The CMARAC provides a holistic approach and is effective in bringing together teams who may have been working in isolation, and have lacked the oversight of multiagency support to deal with issues and underlying causes. It also increases understanding and awareness of the thresholds, capacity and challenges of other agencies. The Community MARAC is designed to enhance existing arrangements rather than replace them.

What did we do?

- Shared key information to increase the safety, health and wellbeing of vulnerable individuals, including adults and their children;
- Determined the level of risk that is posed to the victim/ vulnerable individual, associated children, and whether there is any risk to the general public;
- Constructed and implemented a risk/case management plan that provides professional support to all those at risk and aims to reduce the future risk of harm;
- Reduced repeat victimisation for clients referred;
- Improved agency accountability;
- Improved support for staff involved in high risk cases;
- Contributed to the development of best practice for London
- Identified policy issues arising from cases discussed within the Community MARAC and raised these through the appropriate channels.

How successful have we been?

There has been a **37.6% reduction in risk** in the Community MARAC cases, reduced repeat victimisation, improved agency accountability and provide additional support for agencies who manage high-risk cases. This has included victims of Anti-Social Behaviour,, hoarders, and those being exploited who do not reach Safeguarding thresholds.

The cohort was 53% male and 47% female. There were a range of vulnerabilities identified within the cohort including Mental Health, Substance misuse, Repeat victim/perpetrator, Physical Disability, Forensic History, Vulnerable minority eg religious, political, cultural, Learning Disability, Sex worker and Homelessness.

Mental Health and Substance misuse were the most prominent vulnerabilities and were identified in 37% and 21% of cases respectively. Over 50% of the cohort had multiple vulnerabilities identified.

A need to develop Hate Crime awareness was recognised from the large volume of attendees at the Hate Crime Conference delivered in the borough and further campaigns to deliver awareness raising will continue.

9.0 Priority 5a: Reducing Domestic and Sexual Abuse

Why is 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 (DA), sexual violence, stalking, prostitution, female genital mutilation (FGM), honour-based violence (HBV), forced marriage (FM) and human trafficking. Although the terms VAWG is used, our offer of support is for all victims, not just women and girls. We aim to tackle these issues through a three-pronged approach;

1. Prevention

Aim: To change attitudes and prevent violence.

How: Raising awareness through campaigns; safeguarding and educating children and young people; early identification, partnership intervention and training.

2. Provision

Aim: To assist victims to move on and develop their lives.

How: Provide effective provision of services, advice and support; emergency and acute services; refuge and safe accommodation.

3. Protection

Aim: To provide an effective criminal justice system.

How: Effective investigation; prosecution; victim support and protection; perpetrator interventions.

What did we do?

1. Raise public awareness about Domestic Abuse and Violence against Women and Girls, providing guidance and support where necessary.
 - **Annual White Ribbon Day** event organised and coordinated by the Community Safety team. The event was attended by 130 people.
 - Worked collaboratively with the Equalities team and partners to coordinate **International Women's Day event**.
 - Work with **LGBT groups to raise awareness** of support that is available in Brent through awareness sessions, to raise awareness of domestic abuse, more specifically to LGBT victims.
 - Ensured equal and fair access to information about services for survivors and perpetrators of VAWG, including those marginal groups.
 - Engaged with community based groups, LJAGs, Safer Neighbourhood Teams and Neighbourhood Watch groups to include "**trafficking watch**" groups locally.
 - **Training and information for all frontline practitioners developed** in conjunction with LSCB relating to Human Trafficking, MARAC and Risk Assessment training, increasing Domestic Abuse Awareness, Freedom Program, FGM, HBV, DA and FM training. The training was also provided to Adult and Children's Social Care, Housing through team meetings and Brent Police Community Safety Unit.
 - **Training provided to GPs** in Brent, raising awareness about domestic abuse and what services are on offer, increasing support pathways to victims – total number of GPs and surgery managers attended was 90.
 - Disseminated Brent MARAC Information pack to community groups

2. Change attitudes and behaviours that may foster domestic abuse, especially among young people.
 - A coordinated response by partners to **raise awareness around Honour Based Violence (HBV)**, Forced Marriage (FM) and Female Genital Mutilation (FGM), and associated health risks via workshops that have taken place throughout the year.
 - **Link between Child Sexual Exploitation and Gangs communicated** and developed to ensure partners understand link and work collaboratively in response.
 - Identified **vulnerable young people** who experience forms of VAWG from their parents and integrate support services for this group into the wider co-ordinated response to VAWG.

3. Deliver services that are appropriate for Brent's diverse community.
 - Supported the Safer Neighbourhood Board to **fund healthy relationships** in Primary schools to help tackle domestic abuse
 - **Promote capacity building within communities** to develop VAWG work.
 - **Engaged with faith groups** to raise awareness of violence against women and girls agenda and of the support that is available.
 - Ensured **support communication** i.e. leaflets, available in a number of languages and available across the community in a variety of locations including now at Wembley Police station and other support services.
 - **Support and promote the Brent Voluntary sector** domestic abuse forum, aiding specialist services to develop and offer services where possible - including referrals, process guidance and helping to identify funding opportunities for such groups.

4. Ensure perpetrators are held to account and brought to justice whilst supporting those who want to change their abusive behaviour.
 - Continue to develop a co-ordinated response to all forms of VAWG that replicates the community co-ordinated response to domestic abuse.
 - **Utilise the new powers** attached to the Policing Act into a co-ordinated response to prostitution and sex work.
 - Ensured that perpetrators mandated by the criminal justice system to the probation service are monitored and sanctioned if they breach their order.
 - Ensured that appropriate agencies understand the nature and purpose of community based perpetrator programmes and refer as appropriate.
 - **Continued to improve the response to perpetrators** with multiple needs by working with relevant agencies to combine skills and knowledge of staff.
 - **Increase in number of perpetrators accessing support** through the **domestic violence intervention programme** through reviewing referral routes.
 - **Targeted work to focus on the top 10 high risk 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.
 - Joint working arrangements to ensure the Integrated Offender Management **(IOM) programme is linked to appropriate VAWG** initiatives for a wrapped response to repeat offending.

- Continue to develop and **strengthen the co-ordinated approach to detection**, arrest, conviction and effective sentencing of perpetrators for domestic violence.
- **Best Practice innovative Perpetrator Work** - DVIP has been commissioned to deliver Domestic Abuse perpetrator and partner support services to residents of Brent until 2019. This includes offering perpetrators of Domestic Abuse access to:
 - The Violence Prevention Programme (DVIP's perpetrator programme, accredited by Respect) is a 26 session group delivered once a week in Brent with a rolling intake format.
 - (Ex) partners of men on the programme are offered support by DVIP's Women's Support Service throughout and beyond the man's group attendance.
 - DVIP provide a Perpetrator Support Worker (PSW) and a Violence Prevention Worker (VPW) who are co-located within Brent Children's Services, providing consultations with professionals and direct client work with referred perpetrators.

5. Protect survivors.

- **Worked in partnership** with other council partners and key stakeholders to develop the **Outcome Based Review** research and implement learning for Domestic Abuse interventions in Brent.
- Maintained, developed and, **increased the current level of provision services for survivors in the borough.**
- Continued to **develop the Multi Agency Risk Assessment Conference (MARAC) in line with Safe Lives guidance** to ensure all high risk victims of DV are referred to the Brent MARAC.
- Brent increased use of Clare's Law, Domestic Violence Disclosure Scheme (DVDS) and Domestic Violence Protection Order's to be **top performing borough in the MPS** for use of this legislation, aiding perpetrators to be held to account and to be brought to justice.
- Continued to develop work in conjunction with the **West London Rape Crisis Steering Group** to deliver rape crisis provision in Brent.
- **Commissioned sex worker support** off street sex workers to help exit sex working. New sex working sites were identified in conjunction with Police.
- **Brent Council has commissioned advocacy support** since 2010 for domestic abuse victims. Advance were again from December 2017 – present, taking over the contract from Hestia.
- **Support screen's all 3 tiers of risk** - standard to high, and non-crimes based on appropriate specialist screening – has increased expert support to victims at an earlier stage rather than being reactive to high risk issues.
- **Increased victim awareness through earlier intervention** of support options and identifying the risk to victim and children.

6. Improved multi agency working and information sharing.

Reviewed and created an improvement action plan for the Multi Agency Risk Assessment Conference (MARAC) for high risk victims of Domestic Violence. Completed a **Case Audit** with all partners through the strategic delivery group to ensure continued learning and operational development. **Developed improved data monitoring.** Worked in conjunction with substance misuse partners to **fund two practitioners to access specialist IDVA training.** Engagement for the outcome based review, focused on Domestic abuse.

How successful have we been?

Through the collection of data from voluntary sector groups, Brent has achieved a wider view of VAWG in the borough, we are in a better position to highlight any gaps and raise awareness. The Domestic Abuse training delivered this year has increased victim and practitioner awareness and has been well attended.

As seen below Hestia support services have performed better than the previous 12 months, regardless of an increase in referrals. This has resulted in an increase number of victims feeling safer, more confident and an improved quality of life.

Indicator	2015/16	2016/17	2017	% change from previous year
% of survivors who feel safer after using the service compared with intake	91%	97%	100%	3% increase
% of survivors who feel confident in knowing how and when to access help and support in the future	94%	100%	100%	0% no change
% of survivors who feel that their quality of life has improved after using the service compared with intake	87%	96%	100%	4% increase

Some of the positive outcomes this year are also:

- At least 100% of women reporting feeling supported following engagement.
- Whose case was heard at MARAC, 100% said they feel safer as a result.
- 83% reduction in sexual abuse experience.
- 62% reduction in harassment and stalking.
- 69% reduction in jealous and controlling behaviours.
- 80% had better access to education and employment support after using the service

Police Tasking Team (PTT)

Links have been further strengthened between the Police lead for Domestic Abuse and the PTT, who have been instrumental in supporting **targeted domestic abuse arrests** of outstanding perpetrators. There has also been a steady increase in the activity around Domestic and Sexual Abuse which has attributed to 5% of their programme for the year. The last 2 quarters to date saw an **increase in activity of 6% and 10%** respectively which has been largely due to active brothels being investigated.

Home Office Funding

Adding additional capacity for two additional IDVA roles. One to screen non-crimes and overnight cases, have led to a higher number of victims receiving support - supporting at an earlier stage to prevent escalation of risk. Further development and implementation of the Health Based IDVA support at Northwick Park and support across other health settings.

Exit Sex Work Project success includes:

- Outcome: 100% - The project has so far identified 18 sex workers (street-based), all of which have been offered support.
- Outcome: 78% - Of the 18 identified sex workers, 14 received brief interventions which included harm reduction advice in relation to sexual health.
- Outcome: 55% - 10 of the 18 identified street sex workers have so far been taken into structured treatment.
- Outcome: 100% - Of the 2 individuals who exited successfully, both had ceased sex working.

Activities include, Outreach, harm minimization, Sexual Health Advice (condoms), Establish 'Women's Space'- a semi structured Group for women only on Wednesday afternoons, pathways into our Structured Groups (Foundations of Change). Open door/drop in policy at the Craven Park Hub, Telephone assistance, Escort to appointments, mentoring, brokering.

DVIP Perpetrator Intervention programme

- Outcome: 100% of perpetrators supported have increased motivation for change.
- The women service continues to reach out to and work, to support the partners of the men.
- Outcome: 100% Improved understanding of the impact of their abuse on their children.
- Outcome: 100% of the 1-2-1 programme delivery evaluation shows the completer whose partner reported improved safety.

10.0 Priority 5b: Reducing Child Sexual Exploitation Update

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. A vulnerability-centred approach is likely to highlight issues of CSE. We work with the Children and Young People Department (CYP) and Local Children's Safeguarding Board (LSCB) to develop pathways to identify and refer victims of CSE, take appropriate action in managing offenders (through MAPPA, OMPF 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**

- Governance of the CSE agenda in Brent remains shared with the Safer Brent Partnership, and the safeguarding element through the Local Safeguarding Children's Board.
- The Head of Community Protection has attended all multi-agency LSCB CSE/and sub-groups and the Vulnerable Adolescents Panel meetings directly supporting and contributing to the development of the CSE strategy and action plan.

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 multi-agency strategic action plans. In the past year, the Community Protection Analyst and the Offender Management Strategic Lead have attended Multi Agency Sexual Exploitation (MASE) Panel and Multi-Agency Professionals meetings to identify links between gangs, violence and sexual exploitation.
- The newly **developed daily Integrated Risk Management meeting** and Gangs Intel Hub meeting monitors any possible links of concern to CSE, referring directly to CSE pathways if needed.
- All commissioned 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

- The Head of Community Safety and the Community Protection Analyst contributed to the formation of the Vulnerable Adolescents Panel and are actively involved in shaping its work. This includes presenting **an analysis of those most at risk of CSE and those at risk of perpetrating CSE** to identify vulnerability factors. This is shaping our response to 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.

- Community Protection led on **trailing a peer network mapping** to support police and social care interventions of a child at risk of CSE. Peer network mapping is now being developed as a way to understand risk in peer networks.
- The MASE is co-chaired by the Head of Safeguarding and Quality Assurance, CYP, and the police Detective Inspector and there have been continued close links between police, CYP and Community Protection on individual and strategic levels.
- Through the Integrated Risk Management process in MASH and increased data sharing between police and CYP, children are being **identified as at risk of CSE earlier**, leading to timelier CSE specific risk assessment and plans. In the past year there has been a more than doubling of demand and delivery of CSE consultations driven by awareness raising throughout the partnership, including through the IRM, police and CYP.

4. Identify the prevalent group, and those at risk of, perpetrating CSE

- From previous analysis active work has taken place in Brent in conjunction with MOPAC funding to source an intervention through **Safer London to work proactively** with young people who are demonstrating harmful sexual behaviour and improve their understanding of positive relationship. Due to limited analytical support in 2017 further work in this area is ongoing.

5. Take action to tackle locations

- As part of targeted intervention and preventative work, the MASE Panel actively looks at locations where CSE has occurred or that is linked to CSE and plans activity to make these areas safer for children. This activity includes awareness raising through **Operation Makesafe** at schools, businesses, restaurants as well as with park staff and bus drivers.
- Locations are collated to better identify **crime hotspots and locations of interest** for Community Protection Partnership Tasking Team input.

6. Support prosecutions

- Prosecutions are largely governed by the police intervention and is overseen by the MASE panel.
- The Safer London Foundation worker is **supporting victims of CSE**. This work has been heavily oversubscribed and in demand, which will inform and develop our strategy moving forward.

7. Harmful Sexual Behaviour work supported by MOPAC.

- Two Safer London male advocates provide one-to-one support for boys demonstrating **Harmful Sexual Behaviours** in Brent since May 2017. Safer London has provided direct, targeted support with boys experiencing HSB. These interventions are typically for a 6 month period to make positive changes in behaviour. Referrals have been received from schools and CYP professionals.

How successful have we been?

- Aligning data across CYP, Community Protection and Police to continue to develop a way to capture **an understanding of our most vulnerable adolescents**. The addition need of extra capacity with a Vulnerable Adolescent Analyst is required – with the confirmation on future funding
 - Develop a longer term picture of CSE and vulnerable adolescents to build an **evidence picture of risk and support** with preventative measures within schools
 - Continuing to develop systems to better identify changing risk and the impact of interventions.
 - Exploring a **Contextual Safeguarding Approach** including agreeing a CYP wide approach to mapping peer networks and using this to target intervention and disruption activity
 - Continue developing our approach towards harmful sexual behaviour with the support of the Safer London Foundation
-
- Support driving forward the MASE panel trend analysis action plan, track initiatives and evidence the impact has been completed and will be developed further across other core strategies.
 - Exploration of funding opportunities to provide increased one-to-one support to children at risk of CSE and their families.

Glossary

Abbreviation	
CCG	Clinical Commissioning Group
CCTV	Closed Circuit Television
CSP	Community Safety Partnership
CYP	Children and Young People Department
DA	Domestic Abuse
DV	Domestic Violence
EoC	Edge of Care
HKC	Habitual Knife Carrier
IDVA	Independent Domestic Violence Adviser
IRM	Integrated Risk Management
LSCB	Local Safeguarding Children's Board
MASE	Multi Agency Sexual Exploitation
OMPF	Offender Management Programme Forum
VAP	Voluntary Adolescent Panel

Appendix 1


Wembley Cluster			
Location	Issue	Status	Action / Progress
Honeypot Lane	Public Spaces Protection Order to tackle Casual Labour.	Open	<p>Honeypot Lane order extended on 21 December 2017 for 3 years. Order varied to include the prohibition for loitering with the intention of seeking casual labour between 6.00 and 12.00 hours. Massive reduction in ASB call data.</p> <p>Regular warnings issued under the new prohibition with plans to triage the main cohort (ROMA) at our warning stage, to the Works Right Centre, which is an EU charity specialising in supporting emerging communities.</p>
Preston Road	<p>Reports of Street drinkers – mix of rough sleeping males and working males who drink on street corners regularly.</p> <p>Group of males aged 16+ intimidating residents and customers to local businesses.</p>	Closed	<p>CCTV installed at the location. CGL & St Mungos outreach.</p> <p>One male identified to be ring leader and was subsequently banned from the area / had YOS intervention.</p>
Elms Lane	<p>Reports of resident keeping and breeding 'dangerous' dogs.</p> <p>Tenant had been banned from having dogs back in</p>	Closed	<p>Housing Association took out an Injunction at Court as the tenancy terms and conditions were breached.</p> <p>Landlords also applied for Possession of the property.</p>
Sudbury Court Drive	Reports of parking issues and intimidation to elderly residents by the users of a Tuition School. One resident was knocked down and driver failed to stop. Possibly a user of the Tuition School.	Closed	CCTV camera installed, Tuition School contacted and with regular police patrols problem reduced and no further complaints.
Moonlight Shisha Venue	Reports of vehicle nuisance, noise nuisance, people shouting / screaming on the street. People hanging around in large groups, people using the gas canisters, littering, road being blocked and general ASB which had a detrimental impact on the	Closed	<p>Visits conducted by the Food Safety, Nuisance Control and PTT in order to gather evidence.</p> <p>Closure Order granted at Court for 3 months from 15 August - 14 November 2017</p>

	neighbouring residents and residential streets on a nightly basis.		
Grand Union Heights	Young people loitering around the blocks, smoking, drinking causing damage to property and intimidating other residents.	Open	Landlords at the development will work together and have identified a couple of premises where they can look to take action via tenancy terms and conditions.
North End Road	<p>Complaints from the staff of Michaela Free School regarding the street drinking and ASB from school children.</p> <p>The road is also being used by unknown males in order to deal drugs to the students of the three student halls on this road. This information has come from the management staff of the halls.</p> <p>Finally the road has become a repeat venue for violent crime, including an attempted robbery on Thursday whereby three males have tried to steal a pickup truck.</p>	Open	<p>Schools identified as Preston Manor and Ark Academy. Staff from those two schools are aware of this however the area is beyond the limit of where they will go at the end of a school day.</p> <p>CCTV requested and installed to try and evidence the nuisance behaviour by the schoolchildren, drug dealers and street drinking.</p> <p>Offenders and cohorts identified will be managed at the LJAGs and school children referred to Children's Services. Removal of benches also being considered.</p>
Kilburn Cluster			
Location	Issue	Status	Action / Progress
Chichele Road	Public Spaces Protection Order to tackle Casual Labour. Expired 20/12/17	Open	PSPO discontinued December 17. Number of calls received significantly reduced. Case closure agreed.
Chapter Road	Youth's daily smoking drugs, dealing drugs, being noisy and disruptive. Robberies committed, residents afraid of youths. CGL & SNT joint working. CPNS and FPNS issued.	Open	CPN Warnings, Notices issued for identified perpetrators. 1 Court Prosecution for breach of CPN and some CBOs obtained from prolific re-offenders. Ongoing PTT and SNT sweeps with drugs and knives seized.
The Avenue	Ongoing neighbour dispute regarding ownership of outside cupboard. Landlord informed of their responsibilities, letters exchanged between landlord and solicitors.	Closed	Established this is civil matter not appropriate for LJAG. Case closure agreed.

Seymour Court	Ongoing neighbour dispute resulting in harassment warnings issued to both parties but they still continued.	Closed	Matter escalated and referred to court, one neighbour suspected of having mental health issues and referred through the family door. Management transfer considered for an impacted tenant also. Case closure agreed.
McDonalds – Kilburn High Road	Youths fighting inside and outside the restaurant, harassing customers and staff, knives involved.	Closed	Temporary camera placed at location to deter ASB. Camera was effective, ASB significantly reduced, case closure agreed. Security recommendations made to MacDonald's management.
Waverley Court	Theft of resident's bike accessories, people exiting Brondesbury park train station and urinating at the back of Waverley Court.	Closed	SNT patrols increased, Warden patrols increased. Stencil project raising theft awareness implemented with the police and transportation in hot spot areas. Case closed after a monitoring period.
Windmill Court	Non-residents accessing estate, intimidating residents, making sexist remarks to residents, illegal drug-dealing and use, dumping of stolen vehicles and prostitution.	Closed	Police provided BHP with crime reports, NOSP served, Closure Order implemented.
Clement Close	Reports of drug dealing from 49 Clement Close and drug use in open spaces, intimidation, suspected tenancy fraud and suspicious activities around address.	Closed	Fraud Tenancy detected, drug warrants issued, arrests made, Eviction. Case closure agreed.
Willesden Library	Problem Profile – In the library itself, drug users and sex workers have been using the toilets and leaving needles/condoms around. Rough sleepers and drinker harassing library children.	Open	Downstairs toilets locked, dummy CCTV in place, CGL involved in regular outreach for entrenched street drinkers. Ongoing PSPO enforcement for street drinking by the PTT and SNT. Library staff received training on conflict management and triaging of school children identified to Children Services for actions through the schools., Fixed CCTV installation for the new housing development at the back of the library to be connected to the Councils CCTV systems
Gladstone Park	Fly tipping, ASB and drug activity in the area, most days. Results in intimidation and harassment of the residents. Park users threatened and knife attacks taken place.	Open	SNT and PTT increased patrols, dispersal zones in place, CCTV installed. Programme underway to improve the lighting in the park, including CCTV signage in entry points. Police arrests for robbery suspects.

Harlesden Cluster			
Location	Issue	Status	Action / Progress
Talbot Walk / Church End	Youth congregation. Open Drug market Smoking / Dealing drugs Loitering	Open	Robust Policing has been in operation Weapons sweeps carried out New CCTV to be installed at key locations by RSL
Craven Park	Night time economy Drug dealing Sex working / on street prostitution	Open	Outreach work carried out by Exit Project Warnings / cautions issued to persistent sex workers
Baker Passage	Rough sleeping Drug taking Starting of fires	Closed	Joint work done with LFB Worked with rail track to ensure the closure of the passage. Outreach work conducted by CGL in support of the drug use.
Chelsea Close	Rough Sleeping in vehicles. Drug usage.	Closed	Outreach engagement work carried by St Mungos. Worked with managing agent with the removal of the abandoned vehicles which lead to a reduction of those sleeping at the locations
Amundsen House	Congregation of young males. Dealing / Smoking of drugs. Loitering in communal areas of the block / and under block car park.	Closed	Installation of CCTV to supplement increased police presence. Housing provider reduced points of entry (secured car park)
Bramshill Open Space	Various ASB activities – misuse of the open space (allegations of dangerous dogs) Drug dealing Some concerns around street drinking late at night	Closed	Education given by animal welfare officer relating to dangerous dogs (not class 1 status dogs) Increased Police presence and the utilising of the PTT Late night engagement carried out by CGL (could be a seasonal problem)

Pipers Green	Nuisance Property identified Congregation at property most evenings going on late into the night Disruptive behaviour	Closed	Warrant carried out evidence and statements obtained. Closure order obtained on the property for 3 months.
Harlesden Library	Disruptive behaviour by youths (school age) Toilets in Library being used by sex workers and some street drinkers	Open	Library to look at their current security. Ongoing identification of schools children engaged in ASB. Referrals to Children Services and the Safer Schools officers. Restricted access to the downstairs communal toilets to those using the library only. CGL / Exit / SNT to visit the library as when on patrol.
Neasden Town Centre	Issues relating to the location being used as a transport hub for coaches / vehicles coming from Eastern Europe Increased youth congregation (after school / evening etc) Concerns around drug dealing and access to residential blocks Street drinking	Open	Brent CCTV monitoring the location, SNT state that they have witnessed any increase of vehicles and links to ASB. Increased youth presence may be as result of CPN issued at Chapter road (displacement). 11 individuals identified in around Clifford court by the PTT for suspected drug dealing and violence. Offender management options currently explored at the LJAG. Links being made with managing agents / freeholder of blocks by the Neighbourhood Manager where individuals have been accessing in order to target harden
Yeats Close	ASB activities taking place around the children's play area	Open	Installation of deployable CCTV

 Brent	Resources and Public Realm Scrutiny Committee 26 March 2018
	Report from the Strategic Director of Regeneration and Environment
Supporting Business Growth in Brent	

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Kaya Chatterji Service Development Manager: Employment, Skills, and Enterprise Email: kaya.chatterji@brent.gov.uk Tel: 020 8937 6673

1.0 Purpose of the Report

- 1.1 This report outlines the actions taken to respond to the recommendations from the April 2017 Resources and Public Realm Scrutiny Committee Task Group Report, as well as the wider programme of activity developed across the Council to support the business growth and enterprise agenda.

2.0 Recommendation

- 2.1 The Scrutiny Committee is asked to note the contents of this report and comment as appropriate.

3.0 Detail

3.1 The April 17 Scrutiny Task Group Report outlined four recommendations for the Council to take forward, as follows:

Recommendation 1: The Council should develop an infrastructure, investment and business support programme to create the best possible environment in which small and medium-sized enterprises (SMEs) can grow and thrive, including:

(1a) Working locally and sub-regionally with the Park Royal Business Group, West London Alliance and West London Business to contribute to campaigns for investment in business infrastructure, and

(1b) Working sub-regionally, as a member borough of the West London Alliance and in partnership with West London Business, to support inward investment and promotion of the West London brand and the key Brent opportunities within this wider context.

Recommendation 2: The Council should develop a skills programme to ensure that Brent has the best possible skills platform so that SMEs have access to appropriately skilled, locally-based staff, including:

(2a) Exploring the development of a Brent Works enterprise course to harness entrepreneurial skills in the Borough

(2b) Deepening its partnership approach to skills development, exploring the partnership programme developed by Reading Borough Council as an example of best practice, and

(2c) Exploring work with an organisation to match young people to work placements, and delivering these in partnership with both Brent Works and Brent Start.

Recommendation 3: The Council should appoint a dedicated business champion to advocate for SMEs in Brent.

Recommendation 4: The Council should invest in business incubation and support services to help start-up businesses 'get off the ground' and flourish, including exploring an online platform for businesses to access information relevant to setting up, locating or expanding their business in the Borough.

3.2 A headline response to the recommendations of the April 2017 Task Group Report is provided below in Table 1. The main body of the report (3.3 onwards) provides further detail on the projects in question and their intended impacts.

Table 1: Recommendations - Summary response

Recommendation	Summary response
1. The Council should develop an infrastructure, investment and business support programme to create the best possible environment in which SMEs can grow and thrive	<p>The Council has supported the development of a West London Inward Investment Programme, Capital West London. The programme is run by creative agency White Label and launched in Feb 2018 in Wembley's Hilton.</p> <p>The Council will ensure that it supports the promotion of the West London brand and that White Label are kept informed of key Brent opportunities within this wider context.</p> <p>The Council has supported key campaigns around infrastructure, namely the West London Orbital, included in Mayor's Transport Strategy, and supporting the OPDC and TfL with a bid for investment in Park Royal broadband.</p> <p><i>More information on both infrastructure projects is provided in the main body of this report.</i></p>
2. The Council should develop a skills programme to ensure that Brent has the best possible skills platform so that SMEs have access to appropriately skilled, locally-based staff	<p>Apprenticeships and Sector-Based Work Academies (SBWAs) are employer-led training and development programmes which are delivered by Brent Works and Brent Start and the College of North West London respectively. Brent Start is developing wider courses aimed at SMEs – e.g. digital skills (building on the successful Digital High Streets pilot).</p> <p>The Business Board is in the process of selecting further priorities for action from a range of possible projects, which includes local skills development to meet workforce needs.</p> <p><i>More information on Apprenticeships and SBWAs is provided in the main body of this report.</i></p>
3. The Council should appoint a dedicated business champion to advocate for SMEs in Brent	<p>The Council has established a Brent Business Board, whose members act as ambassadors for the Borough's business community.</p> <p>The Board's membership represents a diverse range of size and sectors, including SMEs.</p> <p><i>More information on the Business Board is provided in the main body of this report.</i></p>
4. The Council should invest in business incubation and support services to help start-up businesses 'get off the ground' and flourish	<p>The Council has supported and secured funding for the establishment of the Granville Enterprise Hub, led and managed by the South Kilburn Trust. Additionally, low cost employment space has been secured in Wembley Park and Alperton – now managed workspace and makerspace.</p> <p>The Council has developed an online platform for businesses to access information relevant to setting up or growing an existing business. The portal – Brent for Business (name TBC) is due to launch in June 2018.</p> <p><i>More information on the Business Portal is provided in the main body of this report.</i></p>

Economic context and challenges: supporting the business growth agenda in Brent

- 3.3 Supporting business growth and economic development is an established Council priority. The Brent 2020 Vision identifies Business Growth as a key ambition for the borough, recognising the importance of supporting existing businesses in the Borough to sustain and grow, as well as enabling start-ups and attracting new businesses to Brent. This in turn supports the aims of job creation and income generation for the Council via devolved business rates.
- 3.4 This vision builds on the fact that Brent is an entrepreneurial borough, home to 13,150 businesses. Of these, 0.3% are large businesses (250+ employees) and 99.7% are SMEs (0-249 employees). 8,530 businesses pay business rates to the Council. The largest sectors by employee number are health, business administration/support services, retail, education, and wholesale.
- 3.5 Despite the entrepreneurial culture in Brent, local businesses face a number of challenges to growth, e.g. increasing rates valuations, uncertainties around Brexit, and changes in legislation allowing developers to seek 'Permitted Development' to convert office space to residential without obtaining planning permission.
- 3.6 Whilst barriers driven by national policy and wider economic uncertainties are outside of the Council's immediate control, Brent has established a programme of activity to support enterprise and business growth in the Borough. This builds on the recommendations from the original Scrutiny report and uses the levers available to the Council to maximise the opportunity for growth for Brent businesses. This comprehensive programme of activity is outlined in Table 2 below.
- 3.7 Specific cross-cutting functions have also been developed to support the success of the projects and to build Brent's relationship with its local business base. These include creating bespoke communication channels and establishing key strategic relationships within the business community.

Strategic relationship development

- 3.8 In order to ensure appropriate strategic direction of the Council's programme of business support, the Employment, Skills and Enterprise team has led on developing appropriate relationships within the business community. Specifically, the team has undertaken the following activity:
 - Developed close partnership working with existing business groups e.g. Park Royal Business Group and West London Business to develop event briefs, Inward Investment and Place-marketing messages.
 - Established the Brent Business Board: a strategic Board with membership from leading business representatives across a diverse range of size and sectors whose remit is to provide direction and steer to the Council's programme of business support.

Bespoke communication channels

3.9 In order to pull together the various strands of activity and present a coherent offer to businesses, the Council has invested in the creation of a new business-facing website, Brent for Business (title of the website to be confirmed).

3.10 The portal has been designed to fulfil the following functions:

- Provide current information about support for business/start-ups including external support from relevant organisations
- Promote Brent’s priority town centres, their amenities and opportunities
- Act as a landing page for businesses enquiries around workspace availability
- Ensure that more local businesses are aware of the Council’s role in supporting business – including its statutory and regulatory functions – and know how to access the services they need.

3.11 The portal, development of which is overseen by the Digital Board, will be consulted on in April 2018, providing an opportunity for feedback on its content and usability. A full launch is planned for June 2018.

3.12 In addition to the portal, a monthly business e-newsletter is sent out to a mailing list of Brent businesses promoting relevant services, showcasing local businesses, and publicising upcoming events.

Programme of activity

3.13 The above cross-cutting functions are designed to steer and communicate a programme of activity to be delivered in 2018/19. This programme is summarised in Table 2 below.

Table 2 - Programme of activity

Projects	Intended impact of action
Town Centre Management	<p>Decreased vacancy rate in Town Centres.</p> <p>Increased footfall in Town Centres.</p> <p>Programme of activities in each Town Centre including cultural calendar, events, marketing, environmental improvements.</p> <p>9 Town Centres with a dedicated manager are:</p> <ul style="list-style-type: none"> - Wembley High Road and Ealing Road - Neasden and Church End - Harlesden and Willesden Green - Kilburn, Burnt Oak, and Cricklewood
Workspace supply and	New, affordable workspace secured via S106 agreements (including 1,800sq metres in Wembley Park and 1,065sq metres in Alperton, for example).

demand management	<p>The launch of the Granville Centre workspace in May 2018, enabled through Greater London Authority, council, and South Kilburn Trust investment.</p> <p>Support for businesses affected by Permitted Development, drawing on a range of resources to facilitate searches for commercial property in Brent.</p> <p>Businesses directed to relevant sources of information regarding available workspace in Brent, enabling retention or attracting new business.</p>
Supply chain access for SMEs	<p>Local SME suppliers access new contract opportunities following 3 'Meet the Buyer' events to be held across 2018/19. Business support will also be available to SMEs to help them bid for tender opportunities.</p> <p>3 sectors have been selected for the events in 2018/19, relating to key sectors in the borough by size.</p> <ul style="list-style-type: none"> ➤ Construction ➤ Health and Social Care ➤ Manufacturing and Distribution
Workforce skills and employment	<p>Apprenticeships placed in local businesses following brokerage by Brent Works.</p> <p>40 young people secured apprenticeships via Brent Works Apprenticeship brokerage in 2017/18 and Brent Works' target for 2018/19 is a further 50 opportunities to be filled.</p> <p>Business-led training and experience provided by Brent Start and the College of North West London's Sector Based Work Academies.</p> <p>Wider courses for businesses being developed and provided by Brent Start.</p>
Access to Finance	<p>Alternative financing initiatives supported. E.g. £200k has been invested by Brent in Funding Circle (crowdfunding platform) with a discount for Brent businesses. Other options are being considered.</p>
Social Value	<p>Local supply chain opportunities are created (the Social Value Policy applies to all contracts over £100k). This in turn creates jobs for local residents.</p> <p>Developers are also being engaged via Section 106 Planning Agreements and will be invited to the Meet the Buyer construction event planned for 2018.</p>
Inward Investment	<p>Brent place marketing package developed to promote the Borough of Culture and key areas of Brent (subject to Business Board approval).</p> <p>Close working with WLA Inward Investment programme to promote Brent as part of the wider West London economy. Capital West London Inward Investment launched Feb 2018; with Councillors Butt and Tatler in attendance.</p>
Infrastructure	<p>West London Orbital rail line feasibility study commissioned with support from all West London boroughs.</p> <p>West London Orbital rail supported in Mayor's Transport Strategy.</p> <p>Brent engaging with Broadband providers to understand how they can assist in futureproofing the Borough's digital infrastructure, which includes eliminating broadband 'not spots' and significantly improving broadband speeds - potentially achieving 1000Mbps through Fibre To The Premises (FTTP) connections.</p>

	<p>Brent supported TfL Local Full Fibre Network (LFFN) bid for fibre broadband reaching into Park Royal, and is developing its approach to inform future funding bids.</p> <p>Brent is working with the GLA to host the first West London Full Fibre Network workshop on 27 March 2018.</p> <p>The Local Plan will also encompass the aspirations of the Borough in supporting infrastructure to benefit economic growth and the residents of Brent.</p>
<p>Events Programme</p>	<p>Promoting closer links between the Council and business community.</p> <p>Publicising and promoting successful local businesses.</p> <p>Socially responsible businesses are recognised.</p> <p>Programme for 2018/19 includes:</p> <ul style="list-style-type: none"> ➤ Small Business Saturday (including 6 awards for SMEs in Brent) ➤ Meet the Boroughs (in partnership with Park Royal Business Group) – over 70 businesses attended the event held in February 2018. ➤ Living Wage Week ➤ West London Business Awards (led by West London Business, hosted at Wembley Stadium) ➤ Pride of Brent business facing awards (this year included the ‘Business contribution to the community’)
<p>Regulatory Support</p>	<p>Existing programme of activities in each service area contribute to a strong offer to local businesses (e.g. Planning, Trading Standards, Environmental Health, Building Control, and Pest Control).</p> <p>Regulatory services are easier to engage with making Brent an attractive place in which to do business – assisted by the Brent for Business online portal.</p>

4.0 Financial Implications

4.1 The current programme of activity is being delivered within existing resource. New projects put forward by Brent Business Board may require financial consideration.

5.0 Legal Implications

5.1 There are no specific legal implications arising out of the contents of this report.

6.0 Equality Implications

6.1 There are no equality implications arising out of the contents of this report.

7.0 Consultation with Ward Members and Stakeholders

7.1 Consultation will take place on a project-specific basis.

Report sign off:

AMAR DAVE

Strategic Director of Regeneration and Environment