



**Brent**

**SUMMONS TO ATTEND COUNCIL MEETING**

**Monday 17 September 2018 at 6.00 pm**

Conference Hall - Brent Civic Centre, Engineers Way,  
Wembley, HA9 0FJ

To the Mayor and Councillors of the London Borough of Brent and to each and every one of them.

I hereby summon you to attend the MEETING OF THE COUNCIL of this Borough.

CAROLYN DOWNS  
Chief Executive

Dated: Friday 7 September 2018

**For further information contact:** Thomas Cattermole, Head of Executive and Member Services Tel: 020 8937 5446 or Email: [thomas.cattermole@brent.gov.uk](mailto:thomas.cattermole@brent.gov.uk)

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit:  
**[democracy.brent.gov.uk](http://democracy.brent.gov.uk)**

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

**Please note this meeting will be filmed for live broadcast on the Council's website. By entering the meeting room you will be deemed to have consented to the possibility of being filmed and to the possible use of those images and sound recordings for webcasting.**

## **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.

### **\*Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

### **\*\*Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
  - To which you are appointed by the council;
  - which exercises functions of a public nature;
  - which is directed is to charitable purposes;
  - whose principal purposes include the influence of public opinion or policy (including a political party or trade union).
- (b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

# Agenda

## 1 Apologies for Absence

To receive any apologies for absence from Members of the Council.

## 2 Minutes of the Previous Meeting

1 - 28

To confirm as a correct record, the attached minutes of the previous meeting of the Council held on Monday 9 July 2018.

## 3 Declarations of Interest

Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.

## 4 Mayor's Announcements (including any petitions received)

To receive any announcements from the Mayor.

## 5 Appointments to Committees and Outside Bodies and Appointment of Chairs/Vice Chairs (if any)

To agree any appointments to Committees, Joint Committees, Forums, Panels and Outside Bodies (if any); and the appointments of Chairs/Vice Chairs (if any) in accordance with Standing Order 30 (g).

## 6 Reports from the Leader and Cabinet

29 - 54

To receive the report from the Leader and Cabinet in accordance with Standing Order 31 setting out any key or significant issues arising from matters within their portfolios.

Members are asked to note that this session will also include an opportunity (within the time available) for non-Cabinet members to ask questions of relevant Cabinet Members.

## 7 Annual Report from the Leader

To receive an annual report on the work of the Council from the Leader of the Council, in accordance with Standing Order 38.

## 8 Deputations (if any)

To hear any deputations received from members of the public in accordance with Standing Order 32.

**9 Questions from Members of the Public** 55 - 58

For members of the public to ask questions to members of the Cabinet, in accordance with Standing Order 33.

Two questions have been received under this item, which have been attached along with the written responses provided.

**10 Petitions (if any)**

For Members to refer to petitions received and debate any petition with more than 200 signatures, where such a request has been submitted in accordance with the Council's petition rules and Standing Order 66.

**11 Non Cabinet Members' Debate**

To enable non Cabinet Members to debate an issue of relevance to Brent for which notice has been provided in accordance with Standing Order 34 and to receive reports from Cabinet members on issues previously raised.

**12 Questions from the Opposition and other Non-Cabinet Members** 59 - 64

For questions to be put to members of the Cabinet in accordance with Standing Order 35.

Details of the four questions received have been attached along with the written responses provided.

Members are asked to note that this session will also include an opportunity at the meeting (within the time available) for non-Cabinet members to ask questions of Cabinet.

**13 Report from Chairs of Scrutiny Committees**

To receive reports from the Chairs of the Council's Scrutiny Committees in accordance with Standing Order 46. The reports have been attached as follows:

- |      |   |         |
|------|---|---------|
| 13.1 | Housing Scrutiny Committee                  | 65 - 70 |
| 13.2 | Resources & Public Realm Scrutiny Committee | 71 - 74 |
| 13.3 | Community and Wellbeing Scrutiny Committee  | 75 - 78 |

Members are asked to note that this session will also include an opportunity (within the time available) for non-Cabinet members to ask questions of relevant Scrutiny Chair's in relation to the remits of their

Committees.

**14 Report from the Vice-Chair of the Audit Advisory Committee 79 - 82**

To receive a report from the Vice-Chair of the Audit & Standards Advisory Committee in accordance with Standing Order 37.

**15 Safer Brent Community Safety Strategy 2018-2021 83 - 142**

This report seeks approval, following its consideration by Cabinet on 13 August 2018, to the Community Safety Strategy 2018-2021 and Action Plans.

**16 Treasury Management Outturn Report 2017/18 143 - 156**

This report updates Members on Treasury Management activity and confirms that the Council has complied with its Prudential Indicators for 2017/18. The report is due to be considered by Cabinet on 12 September 2018 and has been forwarded to Council, in compliance with CIPFAs Code of Practice on Treasury Management.

**17 Motions**

To debate the motions submitted in accordance with Standing Order 41.

Members are asked to note that the motions submitted will be circulated as a supplementary paper in advance of the meeting, in accordance with Standing Order 41(c).

**18 Urgent Business**

At the discretion of the Mayor to consider any urgent business, in accordance with Standing Order 30 (r).



Please remember to switch 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.

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## LONDON BOROUGH OF BRENT

Minutes of the ORDINARY MEETING OF THE COUNCIL  
held on Monday 9 July 2018 at 6.00 pm

### PRESENT:

**The Worshipful the Mayor**  
Councillor Arshad Mahmood

**The Deputy Mayor**  
Councillor Ernest Ezeajughi

### COUNCILLORS:

Abdi	Aden
Afzal	Agha
Ahmed	M Butt
S Butt	Chan
Chappell	Chohan
S Choudhary	A Choudry
Colacicco	Colwill
Crane	Daly
Dar	Denselow
Dixon	Donnelly-Jackson
Ethapemi	Farah
Gbajumo	Gill
Hassan	Hirani
Hylton	Johnson
Kabir	Kansagra
Kelcher	Kennelly
Knight	Lo
Long	Mashari
Maurice	McLeish
McLennan	Murray
Naheerathan	Nerva
M Patel	RS Patel
Patterson	Sangani
Shahzad	Ketan Sheth
Krupa Sheth	Southwood
Stephens	Tatler
Thakkar	

## 1. **Mayor's Statement - Order of Business**

Before consideration of the formal agenda, the Mayor informed members of a change to the order of business set out on the original summons. The Mayor advised that as the report on Changes to the Constitution included a number of proposals relating to the way Council meetings operated, he was intending to take this as the first main item enabling any changes agreed to be implemented from the start of the meeting.

In addition, he advised of the need to complete a review of the representation of political groups at the start of the meeting, in order to reflect the outcome of the countermanded election in the Willesden Green ward prior to any membership changes being agreed and also highlighted that members of the public and Youth Parliament were also present for the public question session.

As a result he intended, in accordance with Standing Order 30, to move these items forward on the agenda for consideration following the Mayor's Announcements.

It was therefore **RESOLVED** that

(1) The business to be considered at the meeting be re-arranged in the following order:

- Agenda Item 6 – Changes to the Constitution
- Agenda Item 7 – Representation of Political Groups on Committees
- Agenda Item 8 – Appointments to Committees and Outside Bodies
- Agenda Item 9 – Questions from Members of the Public & Youth Parliament

(2) The remaining items of business follow in the same order as listed on the agenda

## 2. **Apologies for Absence**

The Mayor advised that direct apologies for absence had been received from Councillors Conneely, Hector, Marquis, Miller, Mitchell-Murray, Pavey and Perrin.

Apologies for lateness had been received from Councillor Ethapemi, Hassan and Patterson.

## 3. **Minutes of the Previous Meeting**

**RESOLVED** that the minutes of the Annual Council meeting held on Monday 14 May 2018 be approved as a correct record.

## 4. **Declarations of Interest**

There were no interests declared by Members at the meeting.

## 5. **Result of countermanded election - Willesden Green Ward**

NOTED the results of the countermanded election held in the Willesden Green ward on 21 June 2018 with the Chief Executive and her team thanked for their work conducting the poll.

## 6. **Mayor's Announcements (including any petitions received)**

The Mayor made the following announcements:

### (i) **NHS 70<sup>th</sup> Birthday**

The Mayor reminded Members that the National Health Service had celebrated its 70<sup>th</sup> anniversary on 5 July 2018 and asked Members to join him in thanking the NHS for the vital role it had played and would continue to play in everyone's lives.

He also took the opportunity to personally thank all the extraordinary NHS staff for the support and care provided to those in need and stated how pleased he had been to attend a number of celebratory events over the past few weeks in Brent.

### (ii) **Windrush Celebrations**

Following the Government's recent announcement of a national Windrush Day, the Mayor was pleased to advise that a number of celebrations had taken place on 22 June 2018 to mark 70 years since the Empire Windrush had landed at Tilbury docks, carrying 492 passengers from the Caribbean.

As part of the celebrations, Willesden Green Library was currently hosting an exhibition of Brent's Caribbean heritage, which he reminded Members would be open until October 2018.

The Mayor advised he, like many other Members, had been pleased to attend events across the borough to celebrate the Windrush community's contribution to Brent.

### (iii) **Annual Remembrance Service at the Jewish War Memorial**

The Mayor informed Members that he had been honoured to attend a Service of Commemoration at the Jewish War Memorial held in Willesden on 10 June, along with the Deputy Lieutenant, Mei Sim Lai.

### (iv) **Armed Forces Day**

The Mayor informed Members that Armed Forces Day had been held on 30 June 2018, which had provided an opportunity to show support for the men and women from the Armed Forces community. He was pleased to advise that the Council had proudly flown the armed forces flag above the Civic Centre in order to honour serving troops, their families, veterans and cadets.

### (v) **Mayor's Civic Service**

The Mayor reminded Members that his Civic Service, hosted by the Chief Executive, would be taking place at the Civic Centre on Monday 30 July 18, starting at 6.30pm.

Members wishing to attend were asked to contact the Mayor's Office to reserve a ticket.

(vi) **Love Chalkhill Festival 2018**

The Mayor reminded all Members of an open invitation for them to attend the Annual "Love Chalkhill Festival 2018" on Saturday 14 July 2018. He hoped as many Members as possible would be able to attend.

(vii) **Pride Celebrations**

The Mayor advised that he had been delighted to see so many thousands of people lining the streets of central London for the city's annual LGBT Pride celebration, which had involved about 30,000 people from almost 500 LGBT groups.

(viii) **Teaching Award**

The Mayor took the opportunity to congratulate Shalina Patel of Claremont High School, who he advised had recently won a national teacher award. He also advised that, as a result, Shalina had been entered into a national teaching award in October for which he wished her well, on behalf of the Council.

(ix) **World Cup**

The Mayor congratulated the national football team for all they had achieved so far at the world cup. Like many others, he advised he would be watching the semi-final against Croatia and felt that whatever the outcome their progress represented an amazing achievement which showed how sport could play a role in bringing communities together.

On behalf of all Members he wished Gareth Southgate and the England team the best of luck.

(x) **Petitions**

Finally, the Mayor drew members attention to the list of current petitions along with action being taken to deal with them, which had been tabled at the meeting, in accordance with Standing Order 66.

**7. Changes to the Constitution**

Councillor Muhammed Butt (as Leader of the Council) introduced the report from the Director of Legal and HR Services which proposed a number of changes to the Constitution. As the changes involved a number of procedures in relation to the way Full Council functioned, Members were being asked to consider the recommended changes at the start of the meeting enabling any changes approved to come into effect for the meeting. In addition, the report also included changes to the way Executive functions were exercised (including the introduction of delegated

decision making to individual Cabinet members). The Leader advised that the proposals had been designed to enhance and provide more opportunities for Members to engage and participate in Council meetings and make the most effective use of time available at meetings.

As there were no other members who indicated they wanted to speak on the report, the Mayor put the recommendations to the vote by a show of hands and they were declared unanimously **CARRIED**.

It was therefore **RESOLVED**:

- (1) To approve the changes to the Constitution as set out in the report and appendices, with the changes in relation to Full Council effective with immediate effect;
- (2) To authorise the Director of Legal and HR Services to amend the Constitution accordingly, including the making of any necessary incidental or consequential changes;
- (3) To note, to the extent that the changes relate to executive functions of the Council, they have been approved by the Leader.

#### 8. **Representation of Political Groups on Committees**

Councillor Muhammed Butt introduced the report from the Director of Legal and HR Services which he advised fulfilled the Council's duty to review and determine the representation of different political groups on certain Committees as a result of the membership and political balance on the Council having changed following the result of the countermanded election in the Willesden Green ward on 21 June 18.

No Members indicated that they wished to speak on the report so the Mayor put the recommendations in the report to a vote by show of hands and they were unanimously **CARRIED**.

It was therefore **RESOLVED**:

- (1) To approve the size of each Committee following the review, which it was noted would remain unchanged from the review undertaken in May 18;
- (2) To confirm the allocation of seats on committees (where the rules on political balance applied) to each of the Council's political groups, as detailed within the report;
- (3) To make appointments (where required) to the committees listed giving effect to the wishes of the political group allocated the seats; and
- (4) To note that the political balance on sub-committees for the General Purposes Committee and Licensing Committee would be reviewed at the first available meeting of both bodies.

#### 9. **Appointments to Committees and Outside Bodies along with the appointment of Chairs/Vice Chairs (if any)**

The Mayor referred Members to the supplementary pack circulated in advance of the meeting, which contained a list of changes to appointments on Council Committees, Sub Committees and other bodies.

It was **RESOLVED** that the following appointments be approved:

- (1) To note the appointment by the Leader of Councillor Tom Miller as Cabinet Member for Community Safety
- (2) Councillor Tom Miller to replace Councillor Neil Nerva as a substitute Member of General Purposes Committee.
- (3) Councillor Elliot Chappell to replace Councillor Abdi Abdirazak as full Member of Planning Committee.
- (4) Councillor Abdi Abdirazak to replace Councillor Kieron Gill as a substitute Member of Planning Committee.
- (5) Councillor Suresh Kansagra to replace Councillor Reg Colwill as a full Member of the Health and Wellbeing Board
- (6) Councillor Tom Miller to replace Councillor Eleanor Southwood as a substitute Member of the Health and Wellbeing Board
- (7) Councillor Tom Miller appointed by Leader to replace Councillor Shama Tatler as a full Member of the Joint Boroughs IT Committee (Brent, Lewisham and Southwark).
- (8) Appointment of Councillor Fleur Donnelly-Jackson to the vacant position as Vice Chair of Brent Connects Willesden
- (9) Councillor Ahmad Shahzad to replace Councillor Keith Perrin as a full Member of the Pensioners Service User Consultative Forum.
- (10) Whilst noting the following appointments would need to be made by the General Purposes Committee, Council agreed to amend Standing Order 51 of the Constitution to allow two additional members to be appointed as substitutes to the following Sub Committee in line with the increase in size of the Cabinet from 8 to 10 members:
  - (a) Senior Staff Appointments Sub Committee – to note the proposed increase in the number of substitute members by two with General Purposes Committee to agree the appointment of Councillors Tom Miller and Shama Tatler as the additional substitute members.
- (11) To note the recommendation to General Purposes Committee that:
  - (a) Councillor Mary Daly and Councillor Thomas Stephens replace Councillor Ahmad Shahzad and Councillor Erica Gbajumo as full members of the Brent Pension Fund Sub Committee; and

- (b) Councillor Shafique Choudhary replace Councillor Keith Perrin as a full Member of the Brent Pension Board with Councillor Keith Perrin to replace Councillor Shafique Choudhary as a substitute member of the Pension Board.
- (12) To appoint Councillors Elliot Chappell, Fleur Donnelly-Jackson and Tom Miller to the three current vacancies on the Willesden Consolidated Charities for a four year term of office.
- (13) To appoint Councillors Elliot Chappell, Fleur Donnelly-Jackson and Tom Miller to the three current vacancies on the Willesden District Scout Committee.
- (14) To confirm the ongoing appointment of Councillor Amer Agha as the Council's representative on South Kilburn Trust

Before moving on, Councillor Abdi advised he wished to raise a number of concerns regarding his removal and not resignation as a member of the Planning Committee, given what he felt to be the detrimental impact on his constituents and residents of the borough. The Mayor advised Councillor Abdi that his concerns had been noted and then moved on to the next item of business.

#### 10. **Questions from Members of the Public & the Youth Parliament**

The Mayor advised that in accordance with Standing Order 33 one question had been received from the following member of the public:

Question 1 from Ms Kalb to Councillor Muhammed Butt, Leader of the Council regarding the action being taken to combat crime and anti-social behaviour associated with phone boxes on Harlesden High Street and the surrounding roads.

Members noted the written response to the question, circulated with the agenda. The Mayor advised that Ms Kalb had been invited to attend the meeting in order to ask any supplementary question and as a result welcomed her to the meeting. He then invited Ms Kalb to put her supplementary question to the Leader.

#### **Supplementary Question from Ms Kalb to Councillor Muhammed Butt, Leader of the Council**

Ms Kalb thanked Councillor Butt for his written response and took the opportunity to again highlight the way in which phone boxes in the Harlesden area were being used as a haven for crime. As part of wider links between economic deprivation and crime, she also referred to the continued placement of vulnerable and homeless families in the area and what she felt was a lack of planning and environmental enforcement activity in the area in relation to shops and illegal clubs which were all contributing towards residents not feeling safe to use the high street and surrounding area at night. She therefore asked if the Council had considered the possibility of pursuing BT in relation to their corporate social responsibility relating to use of the phone boxes.

In response Councillor Muhammed Butt thanked Ms Kalb for her question and attending the meeting and assured her that the issues raised were being taken seriously by the Council. In terms of planning and environmental enforcement

activity he confirmed action was taken to follow up on reports received, however he recognised this may not always be as quickly as hoped by residents given the volume of issues being reported and need to obtain sufficient evidence to enable action to be taken. In terms of BT, he advised that he was in discussion with senior partners about the removal of some of the phone boxes in the area and would also continue to explore the option of holding them to account in relation to their corporate social responsibility, maintaining pressure to ensure a collective and holistic approach towards addressing the concerns raised on which he would ensure Ms Kalb was kept informed on progress.

As a local ward member, Councillor Mili Patel followed up the Leader's response by highlighting the corporate values referred to on BT's website which she also felt had been forgotten when it came to their phone boxes in the Harlesden area. There was no demand by local residents for such a dense collection of phone boxes in the area with evidence having been provided on the criminal and anti-social behaviour associated with their use particularly at night. She was therefore grateful for the response which had been provided by the Leader and advised that local ward councillors would be keen to support any ongoing lobbying activity with BT.

The Mayor thanked Ms Kalb for her question and attending the meeting and then advised Members that this was also the first Council meeting at which arrangements had been introduced to allow members of the Youth Parliament to participate in the public question session. He was therefore pleased to advise that the following two questions had been received from members of the Youth Parliament:

Question 1 to Councillor McLennan, Deputy Leader, requesting details on the action being taken by the Council to bring communities together across the borough and reduce discrimination.

Question 2 to Councillor Muhammed Butt, Leader of the Council, requesting details on the measures being put in place by the Council to prevent the culture of violence that seemed to exist among some young people.

Members noted the written responses to the questions, circulated with the agenda and the Mayor advised that he was pleased to welcome Jai Patel on behalf of the Youth Parliament who was attending in order to ask a supplementary question on both issues.

#### **Supplementary Question 1 from Jai Patel to Councillor McLennan, Deputy Leader**

Jai Patel began by thanking the Mayor for the welcome extended to the Youth Parliament and asked, with regard to the Council's involvement in the Syrian Vulnerable Person Resettlement Programme, whether it was felt the follow-up measures in place were sufficiently extensive to ensure the welfare of those on the programme, especially young people.

Councillor Muhammed Butt advised he would be responding on the specific issues raised, given the Syrian Resettlement Programme fell within his remit and provided an assurance of the Council's commitment to the Programme and to ensuring that

the necessary support mechanisms were provided working with a range of partners including SUFRA and Brent Action for Refugees. The type of support being provided included access to English as a Second Language (ESOL) programmes; support into schools and the provision of employment and training opportunities. In addition, as a member of London Council's Local Migration Strategic Partnership he was also able to ensure that representatives of the Home Office and other relevant Government Departments were also held to account. Within Brent, he confirmed that the Council would continue to welcome and support these vulnerable individuals.

### **Supplementary Question 2 from Jai Patel to Councillor Muhammed Butt, Leader of the Council**

Recognising the reasons behind youth violence as being multi-faceted, Jai Patel asked whether the Council had undertaken a comprehensive diagnosis of the factors involved in order to help guide the measures being developed to address them.

In response, Councillor Muhammed Butt began by advising of a recent summit he had attended involving all 32 London Boroughs, the police and a range of other key stakeholders looking at how best to tackle youth violence and knife crime across London given the impact on all those affected. In addition he pointed out that the Council would be considering a report later on the agenda regarding a number of Outcome Based Reviews setting out plans to maximise the use of resources and develop a more joined up approach towards tackling issues such as gangs, domestic violence and children on the edge of care. In terms of other initiatives he also highlighted that the Council had bid for £3m to enable work with other London Boroughs in developing a joint approach towards tackling knife crime and of work being undertaken with the Borough Commander around the targeting of resources, with the Council having specifically funded 12 police officers. He felt these initiatives helped to demonstrate the Council's commitment towards addressing the concerns raised, but also highlighted the need, as set out within the motion for the Non Cabinet Members debate later on the agenda, for the Government to ensure that the police and Councils were properly funded to provide the necessary levels of support.

Having noted the responses to the questions raised, the Mayor, joined by other Members, again thanked Ms Kalb and Jai Patel for attending the meeting.

## **11. Reports from the Leader and Cabinet**

Before moving on to consider this item, the Mayor advised that as part of the revisions to the Constitution agreed earlier in the meeting a number of changes had been made to the way in which these updates would be considered with effect from tonight's meeting. The time set aside for this item remained as 15 minutes with up to six minutes being provided for the Leader and other Cabinet to speak in order to highlight any significant issues within their portfolios and on which written reports would be circulated at future meetings. Once these updates had been provided, the remaining time available would then be opened up for any non-Cabinet members to question (without the need for advance notice) Cabinet Members on matters relating to their portfolios.

The following updates were provided by the Leader and Cabinet Members:

(i) Councillor Muhammed Butt, Leader of the Council

In accordance with Standing Order 14 (f) Councillor Butt reported use of the Key Decision and Forward Plan urgency procedure in relation to the following decisions:

- (a) Re-examination of the funding decision for Olympic Way Improvements following the announcement of the possible sale of Wembley Stadium to a private individual/company; and
- (b) Award of contract for Merchant Acquiring Services.

Members were also advised of the intention to focus the Non Cabinet Member debate at the September Council meeting on the Windrush Controversy. Having completed his update the Leader then invited Councillors Mili Patel (Cabinet Member for Children's, Safeguarding, Early Help and Social Care) and Eleanor Southwood (Cabinet Member for Housing & Welfare Reform) to present additional updates in relation to their portfolios.

(ii) Councillor Mili Patel (Cabinet Member for Children's, Safeguarding, Early Help and Social Care)

Councillor Patel was pleased to announce that despite the significant cuts in Government funding for Children's Services, Brent's Children's Service had been officially rated as "Good" following its recent Ofsted inspection. She was proud to announce this had been the best rating ever achieved in Brent for Children's Services and was keen to recognise the hard work and efforts of all involved. Despite further recent warnings from the LGA and children's charities in relation to the ongoing impact that the widening budget gap would have on the provision of services, she was also pleased to report that Inspectors had praised the effective and sensitive delivery of services in Brent identifying a range of good practice around forced marriage, female genital mutilation and gangs. Having highlighted these excellent results, Councillor Patel felt it was important to end her update by recognising the significant challenge that remained in terms of the continued delivery of these services, given the reduction in funding being provided by Government.

(iii) Councillor Southwood (Cabinet Member for Housing & Welfare Reform)

Councillor Southwood took the opportunity to update Members on the recent extension of the Private Landlord Selective Licensing Scheme, which she advised now covered (with an addition of five wards) the following areas – Willesden, Harlesden, Wembley Central, Queens Park, Dudden Hill, Kilburn, Mapesbury & Kensal Green. Prior to its extension, 8000 properties had been licenced with an additional 2,700 applications received from landlords in the new wards, which would assist to provide better and more consistent standards in terms of the accommodation on offer. As well as a range of inspection and enforcement activity the scheme also required more positive engagement and support for landlords, with Councillor Southwood highlighting as an example the success of recent landlord forums.

Following the updates provided, the Mayor advised that the remainder of time available would be open for questions from non-cabinet members to the Leader and Cabinet. As a result, the following questions were raised and responses provided:

- (i) Councillor Donnelly-Jackson sought further details regarding enforcement of the private sector landlord licensing scheme.

In response Councillor Southwood (as Cabinet Member for Housing & Welfare Reform) advised that enforcement of the scheme involved a range of activity, including unannounced visits and inspections but encouraged any specific concerns to be raised direct with either herself or officers so they could be investigated further.

- (ii) Councillor Denselow took the opportunity to highlight the significant levels of disruption being caused for residents of Chamberlain Road and the surrounding area within his ward as a result of highways work being undertaken by Utilities Companies. He asked the Cabinet Members with responsibility for Highways and Parking Enforcement if it would be possible to develop a joined up approach towards managing and controlling the impact of these works, with the Leader also asked if he could raise the need for better co-ordination at a strategic level through the London Councils Executive.

In response Councillor Tatler (as Cabinet Member for Regeneration, Highways & Planning) advised that she was aware of the specific issues in Chamberlain Road, which involved gas safety works requiring a TfL bus diversion. The impact of these works on local residents had been recognised and officers were planning further communication. Councillor Tatler also confirmed she would work with the Leader in raising the wider issues highlighted at a strategic level with London Councils.

- (iii) Councillor Nerva referred to a previous debate at Council regarding the Council's tree management policy and requested an update on establishment of crowd funding arrangements to enable local communities to fund replacement or additional trees and also on steps being taken with insurance companies to fund the replacement of trees removed as a result of insurance claims.

In response Councillor Krupa Sheth (as Cabinet Member for Environment) advised she would seek an update on the issues raised for feedback after the meeting.

- (iv) Councillor Choudhary sought details on the extent of any traffic management assessment undertaken on the proposals for the Olympic Way Pedway, particularly in relation to their potential impact on Engineers Way and Fulton Way.

In response Councillor Tatler (as Cabinet Member for Regeneration, Highways & Planning) confirmed that all decisions in relation to the proposals for Olympic Way would need to be considered by the Planning Committee when dealing with the relevant planning application, which would also include consideration of the traffic management issues.

- (v) Following on from the reference made to the issues affecting residents in Chamberlain Road, Councillor Kelcher highlighted the difficulties being caused by the associated traffic management scheme for local residents in Kensal Green ward, which adjoined the area, and had led in some instances to penalty charge notices being issued for infringements. Given the difficulties and confusion being caused by the temporary traffic system he asked if the Cabinet Member would consider taking a more lenient attitude to the issuing and collection of these charges in cases where the infringement had not been deliberate.

Councillors Tatler (as Cabinet Member for Regeneration, Highways & Planning) and Krupa Sheth (as Cabinet Member for Environment) advised that whilst not able to comment on individual cases at the meeting they would be prepared to review the issue outside of the meeting to see what, if any, action could be taken.

- (vi) Councillor Chan expressed concerns, given the recent hot weather, at the fact that emergency repairs by Thames Water to a burst water main in Kensal Green ward had left local residents without access to water for several hours and asked if these concerns could be followed up by the relevant Cabinet Member.

In response, Councillor Tatler (as Cabinet Member for Regeneration, Highways & Planning) highlighted that whilst the Council would normally look to co-ordinate work with utilities companies in order to minimise impact on local residents, this was not always possible in the case of emergency repairs. Councillor Tatler, however, shared the concerns expressed about this incident and advised that if the ward councillors could provide further details she would consider what, if any, further action could be taken to address with Thames Water.

At this stage, the Mayor advised that time available had expired and he moved on to the next item, thanking all Members for their contributions.

## 12. **Deputations (if any)**

The Mayor informed Members that no requests for deputations had been received for the meeting.

## 13. **Petitions (if any)**

The Mayor informed Members that there were no petitions to be debated in accordance with the Council's petition procedure and Standing Order 66.

## 14. **Non Cabinet Members' Debate**

In accordance with Standing Order 34 the Mayor advised that the subject chosen for the Non Cabinet Member debate had been funding for the police and other services to assist in tackling crime.

Members were advised that the motion submitted as the basis for the debate had been circulated with the second supplementary agenda for the meeting and that as

part of the changes agreed to the Constitution earlier in the meeting the time now available for the debate was 30 minutes, with any Member wanting to contribute having up to two minutes to speak.

The Mayor then invited Councillor Dixon to introduce the motion, who opened the debate by highlighting the recent series of tragic incidents and escalation in violent crime across the borough and capital since the start of the year alongside the impact upon the families and friends of those involved and also in terms of the local communities affected. In order to tackle these issues, she felt there was a need not only to ensure that the police were properly funded and resourced but also that partners and the local community were empowered to assist in addressing the root causes of crime. Having attended a recent public meeting on the recent surge in violent crime she had been impressed by the quality of contributions and efforts being made to tackle these issues, especially within schools and was keen to see this type of proactive engagement, preventative and rehabilitation work continue. It was, however, recognised that this would require strong and properly resourced public services and engagement by local communities as well as a robustly funded police service equipped to take more proactive action, which remained an issue in terms of the reduced level of Government funding being made available.

The motion was seconded by Councillor Knight, who felt the issue was a timely one to consider given recent incidents in her ward (Stonebridge) and the reality of the impact on those affected. Alongside a focus on resourcing of the police, she felt there was also a need to recognise the links between crime and the level of economic deprivation within local communities with specific reference made to the issues within Stonebridge which had one of the highest deprivation rankings both nationally and within Brent and had been made worse by the Government's ongoing programme of austerity. As a Council she advised there was, however, a need to recognise the actions being taken to address these issues focussed around housing, education, regeneration and employment attempting to build out crime hotspots and enhance life opportunities through employment and training opportunities. Whilst of concern, it was not felt that the current surge in violent crime reflected the true and dynamic nature of local communities and the borough as a whole but there was a need to ensure that public services, including the police, were properly resourced and local communities empowered to tackle and mitigate its main causes.

The Mayor then opened up the debate to other Members, with the following comments made during the discussion that followed.

Councillor Kabir highlighted that many wards across the borough were experiencing similar issues, including Queensbury and whilst supportive of the motion felt it was important to recognise, as one of the positive outcomes, the extent to which these concerns and a desire to help in preventing and tackling these issues had brought local communities together. She felt the Council and local councillors had a key role to play in supporting these efforts with local councillors also encouraged to proactively facilitate and engage in this activity.

Councillor Murray, whilst supporting the concerns raised regarding the need to address funding for the police and public services also was keen to focus on the positive community action being taken locally referring, as an example, to the impact of football sessions he had attended at Willesden Sports Centre. Alongside

funding for the police he felt it was important to ensure support was also provided for these type of community led initiatives, which Councillor Dixon advised she also supported, giving the example to a local boxing club.

Councillor Agha also took the opportunity to highlight concerns that had been expressed by local residents within his ward and the action being taken by the local community to address these. He also supported the motion, pointing out that residents wanted to see a much more visible local police presence for which there was a need to reverse previous cuts and ensure a properly funded police service.

Councillor Chan also spoke in support of the motion. Whilst keen to address the significant budget reductions faced by the police he also felt it was important not to forget the various other services and community based facilities such as libraries, youth centre provision and green spaces that also had an important role to play in addressing the problem. He was therefore keen to ensure that the provision of these services was also defended and supported in terms of opposing any further Government funding cuts.

Councillor Stephenson felt it was also important, as part of the debate, to recognise the impact of the budget reductions on British Transport Police highlighting the levels of crime and anti-social behaviour experienced at Sudbury and Harrow Road stations within his ward as a specific example.

Councillor Thakkar also took the opportunity to highlight issues within her ward and the efforts being made by local ward councillors, in support of previous comments during the debate, to encourage greater community cohesiveness and engagement with the local community as a way forward.

Councillor Colwill concluded the debate by highlighting concerns regarding the impact which he felt the re-tasking of local neighbourhood police resources from his ward to other parts of the borough was having on levels of crime and the ability to respond to these incidents within his area. He recognised this was linked to the need to prioritise more limited resources but felt the lack of responsiveness was also of concern to local residents.

As no other members indicated they wished to speak, the Mayor then invited Councillor Muhammed Butt to sum up and close the debate. Councillor Butt began by thanking Councillors Dixon and Knight for raising such an important issue, which he advised the Council would be looking to continue challenging the Government on. Whilst the Council continued to be faced by difficult funding decisions as a result of the Government's ongoing austerity programme he assured residents that the Administration would be looking to send a clear message to the Government that these were not sustainable. He recognised that library and youth services had been hit hard as a result of these austerity measures but assured local residents of the Council's commitment towards defending and protecting local services. He also highlighted his support for the continued engagement of local communities and wider partners as part of a more localised approach towards addressing the upsurge in crime and advised he was therefore fully supportive of the motion.

As an outcome of the debate Members **RESOLVED** to approve the motion (as set out below):

“There have been a series of tragic incidents across our borough and capital since the beginning of the year. This escalation in violent crime is a scourge on our borough, and our city. We share the anger of our residents at the trail of destruction these abhorrent acts wreak upon families, friends and our communities.

Government funding for the Metropolitan Police has been cut by £700 million since 2010, with a further £325 million of cuts expected over the next three years. This means that there are 2,495 fewer police staff posts and 3,261 fewer support officers keeping our streets safe. London has grown as a city, leaving expenditure per head of the population reduced from £423 in 2012/13 to £337 in 2016/17. It is the deepest cut nationally at 20 percent, compared to 6 per cent across the country.

The average number of Metropolitan Police Officers in the last year of the Labour Government was 33,260. In 2016 it was 31,720 and if cuts to funding from Government are not reversed, it is estimated that number of officers will be below 27,000 by 2021.

This Council believes that:

Crime is keenly associated with economic deprivation and inequality within communities. London has the highest levels of income and wealth inequality in the country, exacerbated by years of prolonged austerity.

The reduction in police service funding has created a perfect storm for crime, where public services fight to mitigate the social conditions that are driving this surge in violence on our streets.

Cuts to police and rehabilitation services are a false economy, and have contributed to a rise in crime since 2014, starting under the previous Mayor.

This Council resolves:

To press the Government to reconsider their cuts to the Metropolitan Police to ensure that we have a properly resourced police service, with better support for prevention and rehabilitation programmes.

If we are to seriously tackle this wave of violence, we need a robustly funded police force equipped to be proactive, and have the correct services to empower communities and stamp out the root causes of crime.

To press the government to reconsider their cuts to Brent council so that we can tackle the financial crisis that we are now facing and the growing crisis in [adult social care](#) and [child protection services](#).”

## 15. **Questions from the Opposition and other Non-Cabinet Members**

Before moving on to consider the questions submitted by non-Cabinet members, the Mayor advised that as part of the amendments to the Constitution agreed earlier in the meeting a number of changes had been made to the way in which this item would now be dealt which would be effective from this meeting. In terms of the changes, a total of 30 minutes had been set aside to deal with this item which would begin with consideration of the written questions submitted in advance of the

meeting along with any supplementary question. Once these had been dealt with, the remaining time available would then be opened up for any other non-Cabinet members to question Cabinet Members (without the need for advance notice) on matters relating to their portfolio.

The Mayor advised that four written questions had been submitted in advance for response by the relevant Cabinet Member. The written responses supplied had been circulated with the Council agenda. The Mayor then invited supplementary questions from the Members who had submitted the original questions.

15.1 Cllr Nerva thanked Councillor Muhammed Butt for the update provided on the plans being developed by the West London Alliance (WLA) to deliver the West London Orbital rail scheme and as a supplementary asked what further action would be taken to ensure the line was opened as soon as possible, given the interest now being shown by TfL and also what could be done to ensure the operation of the line (if not electrified) was carbon neutral utilising alternative fuel options. He also took the opportunity to recognise Councillors Colacicco and Choudhary for their longstanding efforts in seeking to progress the scheme.

In response, Councillor Muhammed Butt also recognised the efforts of those Councillors involved, reminding members that it had been Councillor Choudhary who had first presented a motion to Council on the scheme which had acted as a catalyst within Brent for its further development. In terms of progressing the scheme, he advised that discussion were ongoing with TfL following the scheme having been included in the Mayor for London's Transport Strategy and the new Deputy Mayor for Transport. In addition to the benefits arising from the improved access to transport, the scheme also had the potential to unlock significant housing, employment and workspace opportunities not only for residents in Brent but from across west London as a whole. In relation to operation of the line, he advised that options were already being reviewed in relation to battery rather than diesel powered trains which would continue to be explored and with efforts being progressed to bring the scheme to reality as soon as was practicably possible.

15.2 Councillor Gill advised that he was grateful to hear about the review of the Neighbourhood CIL programme and asked if the Lead Member could provide some examples regarding successful use of the funds to date.

In response Councillor Tatler (as Cabinet Member for Regeneration, Highways and Planning) outlined the background and use of Neighbourhood CIL and advised that there were a number of examples of its successful use from the two allocation rounds already approved. These included – support for community libraries in Preston, Kensal Green and Cricklewood; provision of a club house for Harlesden Town Garden; support for a youth project at the Otherwise Club; provision of play equipment in Woodcock Park; support for a dementia hub at St Cuthbert's Church in Northwick Park; support for the House of Life Project at the United Synagogue in Willesden Jewish Cemetery, support for the Brent Youth Foundation hub, musical studios in South Kilburn and provision of trees in Alperton, Sudbury, Fryent, Wembley Central, Queens Park and Kensal Green. In total Members were advised that £2m had been allocated to schemes under Neighbourhood CIL. A further 70 applications

had been received under Round 3 and members were encouraged to continue working with their local communities to identify future schemes that might benefit from the capital funding available and which represented another example of the benefits to arise from regeneration activities in Brent.

- 15.3 Councillor Kelcher highlighted the current media interest in the mattress tagging proposal and whilst recognising that the idea would need further development, encouraged the Lead Member to continue looking at how a scheme could be established in order for to be Brent seen as leading the way.

In response Councillor Krupa Sheth (as Cabinet Member for Environment) thanked Councillor Kelcher for the innovative idea, which she would continue to explore a way forward on working in conjunction with the Lead Member for Housing and Welfare Reform.

- 15.4 Having firstly taken the opportunity to thank three Welsh Harp residents present at the meeting for their efforts in litter picking in the ward, Councillor Mashari asked the Lead Member if she would be willing to meet with local residents in order to reconsider the designation of some recreation spaces, such as Neasden Recreation Ground as meadowland. Whilst aware of the financial pressures facing the Council, she pointed out that Neasden Recreation Ground was a well-used local facility which provided a valuable play area and safe space for local residents in her ward.

Councillor Krupa Sheth (Cabinet Member for Environment) joined Councillor Mashari in thanking the residents attending from Welsh Harp for their efforts and advised that she looked forward to joining them on future clean up days. In terms of Neasden Recreation Ground she advised that she had already commenced a review of the designation and would be happy to meet ward councillors and local residents to discuss further.

The Mayor thanked Members for the supplementary questions and Cabinet Members for the responses provided and then advised that the remainder of time available would be used for an open question time session to the Leader and Cabinet. The following issues were raised and responses provided:

- (i) Councillor Colacicco highlighted what she felt to be the excellent Value for Money represented by the West London Orbital rail scheme, given its potential to improve access to public transport and relieve pressure on the existing transport infrastructure, especially in the Gladstone Road area. It was noted, however, that the initial proposals did not include provision for trains to stop at Gladstone Road and she therefore asked the Leader if a timetable could be provided as to when the proposed station in this area may open.

In response, Councillor Muhammed Butt (as Leader of the Council) advised that he was keen to progress the scheme as quickly as possible given that most of the infrastructure was already in place, however, as a first stage there was a need to secure the necessary funding. He recognised the issues needing to be addressed in relation to the scheme and impact of the Brent Cross development and advised that he was committed, working alongside the other members of the West London Economic Prosperity Board, to ensure

that pressure continued to be applied on TfL and the Mayor for London in order to progress the scheme.

- (ii) Councillor Daly advised that she was aware of discussions at the Public Transport Forum on proposals to introduce electric buses in Brent. In her ward she advised of two local terminus located by Sudbury Town station and Harrow Road (adjacent to Williams Way) where concerns had been raised by local residents about the noise and pollution being created by diesel buses and therefore asked if would be possible to seek the early introduction of electric buses on the No.18 and 245 routes in these areas.

In response Councillor Krupa Sheth (Cabinet Member for Environment) advised that discussions were already underway with TfL on plans to introduce electric buses and on which she would ensure Councillor Daly was kept updated.

- (iii) Following on from the question in relation to the West London Orbital rail scheme, Councillor Donnelly-Jackson asked if consideration could also be given to ensure that the proposals being developed included accessible and step free access at all stations.

In response Councillor Muhammed Butt confirmed that this would be the aim in seeking to progress development of the scheme.

- (iv) Councillor Lo asked Councillor Muhammed Butt, as Leader of the Council, if it was possible to provide any update on the potential sale of Wembley Stadium.

In response Councillor Muhammed Butt advised that the Council had put in a submission as part of the inquiry being undertaken by the Department of Culture, Media & Sport (DCMS) on any potential sale. The Council was keen to ensure that Wembley retained its status as the national stadium whilst also looking to ensure the Council's interests along with those of local residents were safeguarded should any sale proceed. No firm timescales were, however, available at this stage with progress depending on the outcome of decisions by the Football Association and DCMS review scheduled for mid-July 18.

- (v) Councillor Kabir, having highlighted concerns in relation to public drinking in Queensbury ward, asked for an update on measures either in place or planned to tackle the issue and educate/change behaviour given the impact and tensions being caused as a result of associated anti-social behaviour in local communities.

As the Cabinet Member for Community Safety had given his apologies for the meeting, Councillor Muhammed Butt (as Leader of the Council) responded by highlighting a number of initiatives in place. These included the specific tasking of police resources towards recognised hotspots; the current licensing policy consultation involving the potential to limit sales of alcohol in certain areas; working with colleagues from British Transport Police to focus on problems associated with transport hubs and the use of Public Space Protection Orders with associated enforcement action. He felt the key was to work not only with partners such as the police, but also local communities and

businesses in order to develop a holistic and collective approach in addressing the concerns raised.

- (vi) Councillor Long asked if an update could be provided on any plans being considered to improve the highways environment for pedestrians across the borough given the current levels of clutter and unlicensed encroachment of a number of retail premises onto pavements.

Responding as Cabinet Member for Regeneration, Highways & Planning, Councillor Tatler advised that the Council was already looking at ways to improve the highways and pavements for both pedestrians and cyclists. This included looking, in recognition of the concerns raised, to reduce the overall level of street furniture and enhanced enforcement activity and on which she would be happy to consider any further specific suggestions that Members may have.

- (vii) Following on from the earlier issue raised in relation to the potential sale of Wembley Stadium, Councillor Kelcher advised that he had been seeking details from the Valuation Office, as a Freedom of Information (FOI) request, about the basis of the new stadium sites current rateable value given the significant reductions agreed on appeal following the last three valuations. The Valuation Office had not been able to provide a response on the FOI so he asked what measures the Cabinet may be able to take in order to ensure that if any private sale of the stadium was to proceed the owners were required to pay their full share of business rates enabling this to be pooled under the devolved business rate scheme.

In response Councillor Butt advised that any organisation (including the Football Association) would be entitled to apply to the Valuation Office for a review of their rateable business value. Whilst the Council was able to input into the process, the final decision was one that rested with the Valuation Office but he would be willing to ensure, if anything changed in relation to ownership, use and the associated rateable value of the stadium, that this was followed up with them.

- (viii) Picking up on the response to the previous question, Councillor Ethapemi took the opportunity to question the potential benefits that may arise for the Council as a result of the potential sale of Wembley Stadium including the scope for any partnership arrangements.

Following his previous response, Councillor Muhammed Butt advised that the main focus for any investment decisions by the Council would need to be on areas with a maximum positive impact on local residents with priorities already identified for example in relation to housing and schools. Whilst keen to look at the potential benefits the Council may be able to obtain as a result of any potential sale, it was not felt that any form of partnership investment would be affordable given the ongoing pressure on funding and level of investment that may be required in order to guarantee a return. In addition, he highlighted the need take account the potential impact on local residents arising from any sale in terms of the mixed experience from Tottenham Hotspur FCs tenure at the stadium.

- (ix) As a final comment, given the remaining time available Councillor Colwill highlighted his Group's support towards retaining Wembley as the national stadium within the borough.

Councillor Muhammed Butt thanked Councillor Colwill for his support and felt it was important to remember that the development of the new stadium had received financial support through the National Lottery. At the same time, he recognised the difficult position the Football Association found themselves in when having to look at commercial opportunities to maintain the necessary level of investment in the development of grass root football. Whilst it did not look as if consideration was being given to relocating the national stadium, he advised Members that as part of any potential sale he would be looking to ensure that the Council's objectives were also taken into account.

As the time available had expired the Mayor advised he would now move on to the next item and thanked all Members for their contributions.

## 16. **Report from Chairs of Scrutiny Committees**

Before being presented with the updates from each Scrutiny Chair, the Mayor advised that as part of the amendments to the Constitution agreed earlier in the meeting a number of changes had been made to the way in which the updates from each Scrutiny Chair would be considered with effect from tonight's meeting. These changes involved the time set aside for this item being extended to a total of 20 minutes, with each Chair having up to three minutes in which to highlight any significant issues arising from the work of their Committees and on which they would like the relevant Cabinet Member to respond. Once these updates had been provided, the remaining time available would then be opened up for any other non-Cabinet members to question (without the need for advance notice) the Scrutiny Chairs on matters relating to the work of their Committees.

The following updates were provided by each of the Scrutiny Chairs:

### 16.1 **Resources and Public Realm Scrutiny Committee**

Councillor Kelcher (as Chair of the Scrutiny Committee) introduced the report from his Committee. In terms of work planned for the coming year he advised that whilst the initial meeting of the Committee had needed to be rescheduled for later in July, the following Task Groups had already identified, in which he was keen to encourage maximum engagement and participation from both Members and key stakeholders:

- Affordable Elements in New Developments (building on the previous review of Permitted Development and involving a representative from Housing Scrutiny Committee);
- Budget Task Group (which would involve cross working with the other Scrutiny Committees);and
- Knife Crime.

### 16.2 **Community and Wellbeing Scrutiny Committee**

Councillor Ketan Sheth (as Chair of the Scrutiny Committee) introduced the report from his Committee, which had again been circulated with the agenda and outlined the work undertaken since the last update provided to Council in January 2018.

Whilst his Committee was also still to hold their initial meeting, he advised that key areas of focus within their work programme for the coming year would be as follows:

- Having celebrated the 70<sup>th</sup> anniversary of the NHS the Committee would be monitoring concerns around the continued fragmentation of service provision and impact of funding restrictions on health service delivery within Brent as well as the significant challenges created by the increasing demand on health services;
- The management of specific health issues within Brent – including TB; Child obesity and diabetes. The activity in relation to diabetes would involve the establishment of a specific Task Group including representatives from the NHS and a local Diabetes Charity;
- A review of measure in place to address the Mental Health and wellbeing of young people, under the “Every Opportunity to Succeed” Programme

Councillor Ketan Sheth ended his update by also taking the opportunity to congratulate Children’s Services for the outcome of the recent Ofsted inspection. He was particularly pleased to note that Inspectors had rated services for children in care and young care leavers as outstanding.

### **16.3 Housing Scrutiny Committee**

Councillor Long (as Chair of the Scrutiny Committee) introduced the report from her Committee, which she also advised had been circulated with the agenda and outlined the work undertaken since the last update provided to Council in January 2018.

Whilst her Committee was also still to hold its initial meeting, she advised that current areas of focus within their work programme for the coming year included:

- Ongoing monitoring of performance against targets by Brent Housing Management Service, including Grounds Maintenance on estates;
- Progress monitoring on implementation of recommendations from the Committee’s review on Fire Safety;
- Impact of the extension of Private Sector Landlord Licensing on key corporate performance targets such as fly-tipping within the areas now covered;
- Monitoring the establishment of communication channels between councillors and Registered Providers, following their engagement with the Committee over the last year;
- The establishment of a Task Group to review the newly introduced requirements around Estate Ballots and representation in the Budget Task Group

Councillor Long ended by highlighting she was looking forward to the Committee developing a close working relationship with the newly appointed Lead Member for Housing & Welfare Reform over the coming year.

The Mayor thanked each of the Scrutiny Chairs for their updates and it was **RESOLVED** that the content of each of their reports be noted.

Following the updates provided, the Mayor advised that the remainder of time available would be open for questions from non-cabinet members to the Scrutiny Chairs, with following questions raised and responses provided:

- (i) Following the update provided in relation to the work of the Housing Scrutiny Committee, Councillor Choudhary asked whether it was now felt that the borough was safe as a result of the review of fire safety in tower blocks

In response Councillor Long advised that it was difficult to comment for certain. The Council had developed a forward fund of £10m to finance fire safety works in blocks and whilst Government Building Regulations did not help, she also felt it was important to stress the need for residents to take responsibility for their own safety.

- (ii) In response to the update provided in relation to the work of the Resources & Public Realm Scrutiny Committee, Councillor Nerva requested further details on the introduction of the rapporteur concept by the Committee.

Councillor Kelcher advised that this had been based on a concept operated within other scrutiny authorities whereby individual scrutiny councillors would take responsibility for examining a specific issue and have responsibility for reporting back on the outcome to the main Committee, once their review had been completed. This had been used as a means of more effectively managing support whilst enabling the Committee to extend its focus (outside of the main reviews) on a number of smaller scale issues and he hoped would be a successful approach in Brent.

- (iii) In terms of the scrutiny function as a whole, Councillor Daly sought details on any work planned to review the overall enforcement landscape and different types of enforcement activity being undertaken by the Council on a joined up basis.

Councillor Kelcher responded by advising that scrutiny had not traditionally looked at enforcement activity as a single issue. He felt, however, that there may be opportunities to look at this area more generally as part of monitoring around complaints and rubbish dumping due to be undertaken by his Committee later in the year and also as part of the process for reviewing the retendering of various enforcement contracts due to be awarded in 2023.

- (iv) Given the links with the Audit and Standards Advisory Committee and reference made during the Chairs updates to the Scrutiny Budget Task Group, Councillor Choudry asked for further details in relation to the planned approach towards budget scrutiny for the coming year.

In response Councillor Kelcher felt there was a clear distinction between the role of the Audit & Standards Advisory Committee and Scrutiny in relation to the budget. Whilst Audit would be responsible for ensuring the accounts complied with the necessary accounting requirements scrutiny's input was

more focussed around reviewing the principles, priorities and savings proposals on which delivery of the budget had been based.

- (v) As a final question within the time available, Councillor Donnelly-Jackson sought details on any review activity planned by scrutiny in relation to life chances for adults with learning difficulties.

In response, Councillor Ketan Sheth (as Chair of the Community and Wellbeing Scrutiny Committee) advised that whilst the Committee's work programme was still to be published, this subject had been identified as an item for review and he would therefore welcome Councillor Donnelly-Jackson's and other members input into development of the review as part of the planning process..

As the time available had expired the Mayor advised he would now move on to the next item and thanked all Members for their contributions.

## 17. **Report from the Vice-Chair of the Audit & Standards Advisory Committee**

Before inviting Councillor Choudry to present his update, the Mayor advised that as part of the amendments to the Constitution agreed earlier in the meeting, the time available for the Vice-Chair to present this item would, with effect from this meeting, be three minutes.

Councillor Choudry (as Vice-Chair of the Audit & Standards Advisory Committee) thanked the Mayor for his reminder and began his update by referring Members to the report circulated with the main agenda which had provided a summary of the main activities carried out by the Committee since the last update to Council in January 2018.

Whilst the Advisory Committee was still to hold its initial meeting, he advised that a useful training session had already been held involving members of the Committee and the independent co-opted members who had joined following the merger between the Audit Advisory and Standards Committee.

The Advisory Committee, at their first meeting were due to receive the Statement of Accounts for 2016/17 and would also be reviewing the Council's Risk Register on which he advised comments would be welcome from Members.

In terms of the merger between the Audit Advisory and Standards Committee he advised that he was looking forward to working with the independent co-opted members in ensuring the merger was a success and in delivering the work programme for the coming year.

In concluding his update, Councillor Choudry advised Members that he would also be looking to meet with the Chief Executive and Chief Finance Officer in order to provide feedback on development of the internal audit work programme and on which further updates would be provided during the year.

The Mayor thanked Councillor Choudry for his update and it was **RESOLVED** that the content of the report be noted.

## 18. **Local Government Boundary Review - Council Size Submission**

Councillor Muhammed Butt introduced the report from the Chief Executive seeking approval of the submission prepared on behalf of the Council regarding its future size (in terms of the number of councillors) as the first stage of Brent's local government boundary review being undertaken by the Local Government Boundary Commission for England (LGBCE). The Leader of the Council drew Members' attention to the trigger for the review and key criteria on which preparation of the submission had been based, which had included a review of the Council's governance arrangements and representational role of councillors alongside an electoral forecast to 2023 based on current and planned future developments. As a result of the review, the submission was recommending to the LGBCE a reduction from 63 to 57 councillors within Brent.

Briefings had been provided for Members on the submission which, subject to approval, would then be submitted to the LGBCE Commissioners for consideration. This would then be followed by a formal consultation process undertaken by the LGBCE which all residents, key stakeholders and political groups would have the opportunity to engage with, seeking views on potential warding patterns.

The Mayor then invited comments from other Members with Councillor Nerva highlighting what he felt was a need for the LGBCE, as part of their consultation process, to take account of the unique nature of different areas of the Borough and also the various natural boundaries in considering the final warding proposals. In terms of the governance review within the submission, he also highlighted a need to ensure reference was included to both the Brent Connect User Forums and Public Transport Consultative Group within the list of Committees and Outside Bodies detailed in Appendix 2.

As there were no other members who indicated they wanted to speak on the report, the Mayor then put the recommendations to the vote by a show of hands and they were unanimously **CARRIED**.

It was therefore **RESOLVED**:

- (1) To amend the list of membership bodies included within Appendix 2 of the submission to include reference to the Brent Connect User Forums and Public Transport Consultative Group;
- (2) To agree the Council size submission attached as Appendix A to the report for submission to the Local Government Boundary Commission for England on the basis of a recommended reduction in councillors to 57 for the Council.

## 19. **2017-18 Outcome Based Reviews - Final Report**

Councillor Muhammed Butt introduced the report from the Director of Performance, Policy and Partnerships which he advised detailed the outcomes of the second phase of Outcome Based Reviews (OBRs) that had been focussed on domestic abuse, gangs and young people at the edge of care.

Members noted that the OBRs had been based on a design-led approach with the aim of facilitating closer cross council and inter-agency working in order to

maximise the use of more limited resources and deliver more joined up, innovative and sustainable services. As a specific example of the outcomes achieved through this approach, the Leader highlighted the successful trial of the Harlesden Community Hub initiative. He advised Members it would be possible to arrange separate briefings, if required, on the planned actions outlined within the report.

The Mayor then invited comments on the report from other Members, with Councillor Kabir keen to know whether the OBR had taken account of the results of a previous Task Group review looking at violence against young women; and also ensure that the voluntary and community sector were fully engaged in development of the action plan to tackle the key outcomes identified in relation to the domestic abuse OBR.. In response Councillor Muhammed Butt advised that the Task Group report had been factored in to the review process which had also involved a wide range of stakeholders, including the Voluntary and Community Sector, as part of the process for looking at best practice and seeking a more joined up approach to service delivery referring, as an example, to the Community Hub initiative.

Councillor Donnelly-Jackson highlighted the importance of early intervention as a theme she felt ran through all three of the OBRs and was keen to ensure that the need to effectively engage with schools was also recognised as part of this approach. Councillor Muhammed Butt confirmed this had been recognised with schools having been involved in the review process and in ongoing discussion with the relevant Lead Members designed to identify opportunities to further extend the range of engagement wherever possible.

As there were no other members who indicated they wanted to speak on the report, the Mayor then put the recommendations to the vote by a show of hands and they were unanimously **CARRIED**.

It was therefore **RESOLVED**:

- (1) To note the Outcome Based Review (OBR) process and outcomes, as detailed within the report;
- (2) To note and endorse the interventions which have been developed through the OBR process, the benefits associated with the interventions and steps for taking these forward.

## 20. **Motions**

### **20.1 Motion from the Labour Group – Palestinian Conflict**

Prior to the consideration of this item, Councillor Kabir moved a procedural motion seeking to suspend Standing Order 41 (h) in order to allow additional members to contribute to the debate on the Motion. In accordance with Standing Order 42 the procedural motion was put to the vote by the Mayor without discussion and declared **CARRIED**.

Before inviting Councillor Gill to move the Motion, the Mayor took the opportunity to remind Members of the Council's statutory duty to have "due regard" to the need to eliminate discrimination, harassment and victimisation and advance equality of

opportunity and foster good relations between persons who shared protected characteristics and those who did not. He advised this represented the public sector equality duty and that the protected characteristics referred to included any race, religion or beliefs relevant to the motion. He concluded by reminding Members that they would, however, be free to express their own political opinions.

The Mayor then invited Councillor Gill to move the motion he had submitted on behalf of from the Labour Group who thanked Councillors Shahzad and Chan for their assistance in preparing the motion which he then read through and urged Members to support.

As a result of the changes to the Constitution agreed at the start of the meeting, the Mayor advised that the usual process would now be to invite up to three further members to speak (two from the Labour Group and one from the Conservative Group). In view of the procedural motion agreed at the start of the item he advised it would, however, now be possible to allow additional members to speak on this item if they so wished.

The Mayor then invited members to speak, with contributions received as follows:

Councillor Shahzad began by advising he was supporting and seconding the motion and supporting the concerns raised about reports from various Human Rights organisations that children killed during the recent protests had been unarmed. He advised he fully supported the call for these actions to be condemned alongside the need for work to continue in order to identify a viable solution towards ending the conflict and encouraging a peaceful two state solution. In support of this approach he also advised that he fully supported the call on the Council to urge the Government to review and cease the sale of arms that could be used in violation of international law.

Cllr Choudry recognised the strength of feeling generated around such a long running and sensitive issue and advised that he would also be supporting the motion. He highlighted concerns from a humanitarian perspective around the conditions in which ordinary citizens living in Gaza found themselves which he felt were being ignored and needed to be addressed with the motion recognising the key role of the British Government, given their historical involvement and current influence in the region.

Councillor Hassan whilst supporting the motion felt that it was not strong enough in terms of the action being sought. She highlighted the heavy toll of the conflict on those living in Gaza and felt the motion was relevant for debate in Brent given the moral responsibility in challenging the Government's foreign policy around the sale of arms sales to Israel which she urged the Leader of the Council to write to the Foreign Secretary about.

Councillor Nerva felt that care needed to be taken around debates such as this on matters of foreign policy with a clear view needed on what the Council could realistically achieve and potential impact on local community cohesion. Whilst recognising the suffering of citizens from both sides living in the region he questioned the focus of the motion on Israel referring as well to the role of other states in the region. From a community cohesion perspective he felt that many

members of the Jewish community in Brent would feel concerned by the motion at a time when the Council were looking to move forward together.

The Mayor then invited Councillor Maurice to speak in response to the motion on behalf of the Conservative Group, who began by highlighting a need to recognise the difficulties faced by ordinary citizens on both sides of the conflict. As part of an ongoing conflict he also felt there was a need to recognise Israel's right to defend itself and her citizens and whilst recognising the need to address the poor conditions in which people found themselves living in the region felt there was also a need to question the role of the Government in Gaza in terms of the distribution of humanitarian aid and also the role of other key players in the region before condemning Israel. For these reasons he advised he would not be supporting the motion.

As final contributions, Councillor Kansagra advised that he supported Councillor Nerva's position on the sensitivity of the motion and would therefore be abstaining from any vote. This was then followed by Councillor Mashari, who advised that she would be supporting the motion, feeling it was important for the Council to condemn the attacks on any unarmed civilians and also to recognise the day to day suffering of those living in the occupied territories and need for humanitarian and other aid to alleviate their plight.

As no other Members indicated they wished to speak and Councillor Gill advised he had no further comments to make in exercising his right of reply, the Mayor then put the motion (as set out below) to a vote, by show of hands, which was declared **CARRIED**:

"This council joins international condemnation of the recent killings of 130 Palestinian protestors by Israeli forces – firing live ammunition into crowds of unarmed civilians is illegal and must not be tolerated; any escalation in this long-running dispute is deeply regrettable.

This council is appalled that more than two thirds of Palestinians are reliant on humanitarian assistance, with limited access to essential amenities such as water and electricity.

This council supports the right to protest against such awful conditions, against the continuing blockade of Gaza, and occupation of Palestinian land, and in support of a viable two state solution.

This council calls upon the UK government to encourage the UN Secretary General to renew his call for an independent international inquiry into these killings, and review the sale of arms that could be used in violation of international law."

## **20.2 Motion from the Conservative Group - Parks & Open Spaces**

The Mayor invited Councillor Colwill to move the motion he had submitted on behalf of the Conservative Group who began by highlighting the strength of feeling and number of complaints he had received from local residents regarding the meadowlands policy in parks and open spaces and requesting that the grass was cut. In addition he advised the motion had highlighted concerns about the potential

impact of the policy on residents' safety and health, especially those suffering from conditions such as hay fever or asthma.

The Mayor then invited contributions from the Labour Group, with Councillor Krupa Sheth, as Cabinet Member for Environment, responding to the motion by highlighting the importance of parks and green spaces as an essential part of city life, not only in terms of recreation and leisure but also in terms of bio-diversity and air quality. Whilst the decision to introduce the policy had been driven by budget constraints (agreed as part of the budget setting process) she pointed out there were also ecological benefits but recognised that the recent weather conditions had caused difficulties in terms of the growth experienced. Action now being taken to bring this back under control but she felt there was also a need to highlight that the policy was another example of the impact which the Government's austerity measures were having on the way services were now having to be prioritised by local authorities and whilst aware of the issues in relation to parks and open spaces, questioned the Conservative Groups focus on this policy over other key areas of service delivery.

As no other members indicated they wished to speak Councillor Colwill, in exercising his right of reply, advised that he had been asked to be kept informed about hospital admissions linked to breathing conditions affected by the policy, which he would ensure were shared with the Lead Member.

The motion (as set out below) was then put to the vote by a show of hands and declared **LOST**:

"We call on the Council to return our fields back into parks and do some studies on the way in which leaving the grass as meadows to grow long is affecting more and more people who suffer from hay fever and asthma.

Our residents pay a lot of money in council tax and surely a basic requirement of the Council is to keep our streets clean and tidy and at minimum risk to the health and safety of everyone."

## 21. **Urgent Business**

The Mayor advised Members there were no urgent items of business for consideration.

The meeting was therefore declared closed at 8:30pm.

The meeting closed at 8.30 pm

COUNCILLOR ARSHAD MAHMOOD  
Mayor

	<p align="center"><b>Full Council</b> 17 September 2018</p>
	<p align="center"><b>Report from the Leader of the Council</b></p>
<p><b>Update report from the Leader and Cabinet</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	1
<b>Background Papers:</b>	N/A
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	N/A

## 1.0 Purpose of the Report

1.1 This report provides an update on the work being undertaken by the Leader and Cabinet, in accordance with Standing Order 31. .

## 2.0 Recommendation(s)

2.1 Council is asked to note this report.

## 3.0 Detail

3.1 Council on 9 July 2018 agreed series of revisions to the Constitution which changed a number of Standing Orders relating to the way that Full Council operated. Included as part of these, were changes to the way in which the update report from the Leader and other Cabinet Members would be considered.

3.2 Whilst the total time available to consider the update report remains at 15 minutes, this is now split with up to six minutes being provided for the Leader and other Cabinet Members to speak in order to highlight any significant issues within their portfolios and the requirement for these updates to be based on a written report from the Leader, Deputy Leader and Cabinet. Following on from

these updated, the remainder of the time available is then opened up for any non-Cabinet members to question (without advance notice) Cabinet on matters relating to their portfolios.

- 3.3 Set out in Appendix One of the report are the written updates provided, which cover pertinent parts of the municipal year to date.

#### **4.0 Financial Implications**

- 4.1 As the report is for information purposes there are no direct financial implications.

#### **5.0 Legal Implications**

- 5.1 As the report is for information purposes there are no direct legal implications.

#### **6.0 Equality Implications**

- 6.1 As the report is for information purposes there are no direct equality implications.

# APPENDIX 1 – UPDATES FROM LEADER AND CABINET

## 1. Leaders Introduction – Councillor Muhammed Butt

1.1 At the last meeting of Full Council it was agreed that written reports would be submitted, in advance, by the Leader, Deputy Leader, and Cabinet. This is the first of those reports and will cover pertinent parts of the municipal year to date. Over the course of this administration, as well as providing a general update across portfolios, these reports will also be used as a means of publically recording progress on delivering our manifesto commitments.

### 1.2 Brent at a glance

1.2.1 139,086 votes were cast in support of Brent Labour in this year's elections. 139,086 votes in recognition of this Labour-run council's record of achievement. 139,086 votes endorsing a manifesto that was both pragmatic and aspirational, built of a wealth of hard won experience at the helm of local government. A manifesto setting out:

- How, under Labour, this Administration will continue rising to the challenge of meeting higher volumes and complexities of demand in a time of ongoing austerity;
- How every resident will have every opportunity to succeed;
- How our future will be built for everyone and our economy fit for all;
- And, how we will redouble our efforts in pursuit of a cleaner, more considerate Brent, where we can all feel safe, secure, happy, and healthy;

1.2.2 In terms of demand, with government funding slashed, as is the case nationally, our ability to help is under enormous pressure. With regard to child protection, while recently rated by Ofsted as outstanding, we cannot be certain that present levels of care can be sustained. Indeed, that we have managed to attain such high service standards in the face of ongoing cuts is testament to the hard work and dedication of those tasked with safeguarding young lives in Brent. That so many councils are reporting heightened levels of risk to government arising from severe underfunding should hopefully compel an urgent and comprehensive rethink. Whether or not it will remain to be seen.

1.2.3 On opportunity, standards and levels of education and employment in this borough are on an upward trajectory. Nowhere is this more evident than with our schools going from strength to strength, such that GSCE, NVQ, and A-Level students continue to achieve excellent results.

1.2.4 On building a fairer future, in eight years, and in the absence of any central government leadership – perhaps a cause and consequence of there having been eight Housing Ministers over the same period – this borough has begun to regulate the private rental market, has taken action against rogue landlords, is

directly involved in providing good quality, genuinely affordable, and ethically managed homes with long term tenancies, and, has enabled the delivery of 49% more new build affordable housing than the London average.

1.2.5 On feeling safe and secure, regrettably, while certainly not unique to this city, huge cuts to police funding, and the cumulative socio-economic impact of wider austerity, are compounding causes and rates of crime. Nevertheless, we still have one of the best police forces in the world with whom we work proactively on a daily basis to ensure that Brent's streets are kept as safe as possible, and that the tiny minority of citizens who choose to break the law are captured and brought to justice.

## 2. Deputy Leader – Councillor Margaret McLennan

### 2.1 Budget

2.1.1 As set out in the table below, since 2010, government austerity has imposed £167m worth of cuts on the services that we as Brent Council provide (for more detail, please follow the hyperlinked dates to the relevant budget reports).

<a href="#">10/11</a>	<a href="#">11/12</a>	<a href="#">12/13</a>	<a href="#">13/14</a>	<a href="#">14/15</a>	<a href="#">15/16</a>	<a href="#">16/17</a>	<a href="#">17/18</a>	<a href="#">18/19</a>	Total
£10.9 m	£41.7 m	£11.7 m	£6.8 m	£17.8 m	£28.1 m	£21.4 m	£13.8 m	£13.9 m	£167 m

Table 1 – Austerity imposed cuts to Brent Council’s services since 2010

2.1.2 To my mind, the most effective way of explaining the net impact of those cuts is set out in the following chart. It shows how our annual spend on core services has fallen from about £920 per resident in 2010 down to roughly £550 per resident today, and which looks set to fall further to the equivalent of around £440 per resident by the end of this administration:

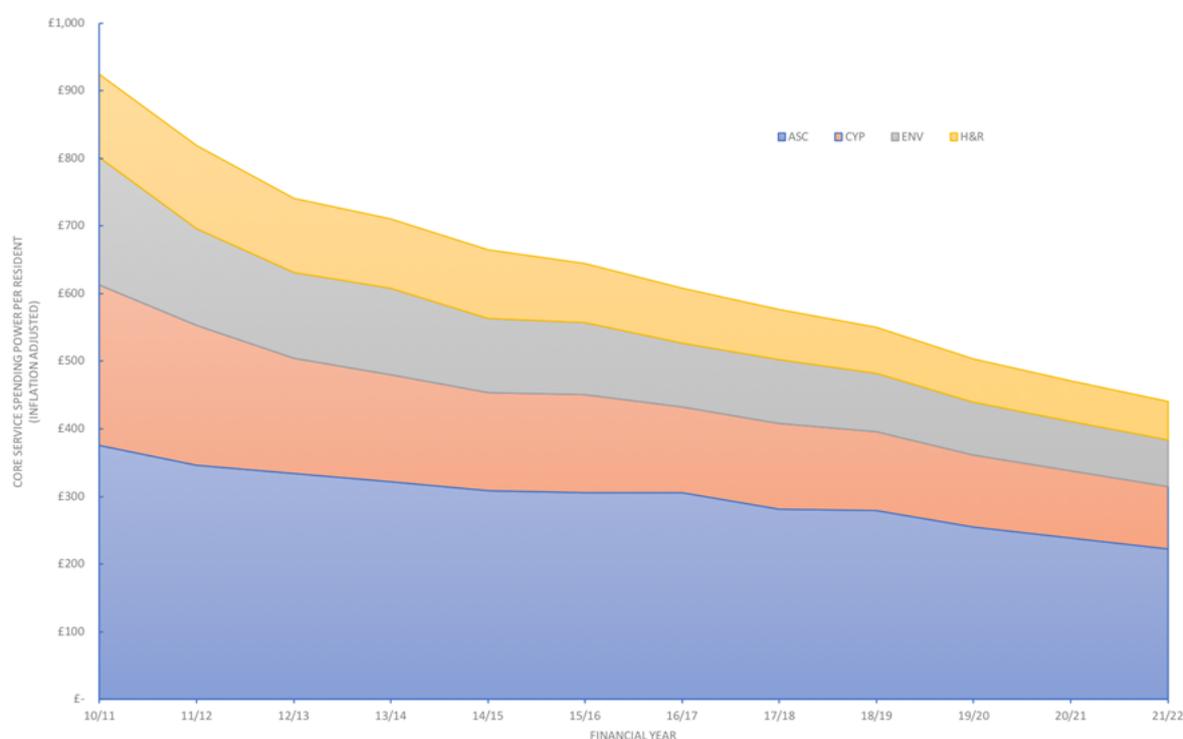


Chart 1 – Brent Council’s spending power per resident, 2010-2022

2.1.3 Over the next four years, as funding continues to decline, and volume, complexity and cost of demand continues to rise, at least another £40m of so-called savings will be needed to balance the books. While we’re projecting over four years, in reality we can only plot the next two with any degree of accuracy. So our immediate challenge has to be finding £20m for delivery in 2019/20 and 2020/21.

2.1.4 Obviously, having already implemented the above mentioned £167m, our remaining room for manoeuvre is extremely limited. Nevertheless, our primary concern as an administration has to be balancing the books. Not just because we have a legal and moral obligation to do so. But because if we don't, we'll be right behind the likes of [Northamptonshire](#) and [East Sussex](#) and quickly relieved of the responsibility we fought for and won back in May.

2.1.5 In closing, it should go without saying that each of us is determined to protect our residents and the services they value and depend upon. Unfortunately, we are now at a point where it is no longer possible to maintain current service levels while also balancing the budget. To complicate matters, if we waste time wringing our hands, or if we shy away – [as they did in Northamptonshire](#) – from what are extremely difficult decisions, we will put this borough at very real risk of insolvency, the costs of which, ultimately, will be borne by the very people we seek to protect.

### **3. Children’s Safeguarding, Early Help and Social Care – Councillor Mili Patel**

#### **3.1 Ofsted**

3.1.1 In my last speech at Full Council I informed members how, despite the cuts, Brent has received its best-ever rating from Ofsted following a recent inspection. Now the report has been published I wanted to again highlight to council some of its key findings.

- In the report, Ofsted praised the “strong leadership at a political level and throughout the council (which) has resulted in significant improvements in the quality of social work practice for children since the last inspection.”
- Inspectors duly recognised the complex set of challenges that Brent faces in dealing with people of many differing backgrounds, nationalities, cultures and religions, in a borough where over 150 languages are spoken.
- The report notes how the council takes “great care to consider cultural sensitivity when undertaking assessments. They take into account the potential influence of religious beliefs and practices on parenting behaviour.”
- Inspectors also found evidence of effective and sensitive work around forced marriages, female genital mutilation, child sexual exploitation, tackling gangs and, although numbers are low, found that Brent had robust processes in place to protect children and young people at risk of radicalisation.
- The report notes how “Communication with children and young people is a particular strength. It is at the heart of child and family social work. Inspectors are impressed by the skills, sensitivity and creativity of social workers and other practitioners.”
- Ofsted also noted how “Children benefit from the very high proportion of schools in Brent that have been judged to be good or outstanding...A high proportion of children and young people come into care with significant gaps in their learning and attendance, many with complex needs and substantial barriers to overcome. Despite this, they are making better progress in care than they were previously.”
- There was praise for the council in its role as a ‘corporate parent’ to those in care. “Corporate parenting is a real strength for the local authority. There is a strong focus on achieving positive outcomes for children in care and care leavers.”

3.1.2 We can achieve these things, despite the avalanche of cuts central government has pushed towards us, because we have taken tough decisions over several years to put the council on a secure financial footing. We also work well together

as a team and are lucky to have dedicated team of officers who are extremely professional.

3.1.3 However, members should not get complacent and think that things in my department will always from now on be easy.

- The government has cut spending on children and young people's services by nearly £1bn in real terms over the past six years
- The LGA is warning that councils in England will face a bigger gap of £2bn by 2020
- Three leading children's charities stated earlier this year that "crippling" cuts will soon force council children's services departments to move to a "crisis firefighting" model

3.1.4 If these trends continue the excellent progress we have made will become more and more difficult to sustain. Members can read the full report here:

[https://reports.ofsted.gov.uk/sites/default/files/documents/local\\_authority\\_reports/brent/070\\_%20Brent\\_Inspection%20of%20local%20authority%20childrens%20services.pdf](https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/brent/070_%20Brent_Inspection%20of%20local%20authority%20childrens%20services.pdf)

3.1.5 I am also pleased to report that word of this achievement has spread far beyond Brent's borders and been reported widely within the profession. For example, you can read the report in the journal "Children and young people now" here:

<https://www.cypnow.co.uk/cyp/news/2005508/ofsted-praises-councils-outstanding-support-for-children-in-care>

## **3.2 Corporate Parenting Committee**

3.2.1 The new Corporate Parenting Committee met for the first time since the election on Wednesday 25 July. Members received a presentation on the role and responsibilities of the committee. Local young people in care helped to deliver this training which really helped members to see the issues from their point of view.

3.2.2 The committee received the annual Corporate Parenting Report and the Fostering Service Quarterly Report.

3.2.3 As ever we welcomed the opportunity for members of Care In Action (CIA) to speak to us about their recent activities.

## **3.3 Area based working**

3.3.1 I am continuing to work with my team to develop our new hub approach to delivering services. This will mean that more services are delivered in communities at designated hubs throughout Brent. In the long term I believe this will ensure a better experience for our residents.

3.3.2 It's great that scrutiny are taking an interest in this transformative project with the Community and Wellbeing Committee investigating the change and the Resources and Public Realm Committee recently carrying out a site visit to the pilot Hub in Brent's most awesome ward – Harlesden - to learn about the experience of residents as part of their investigation into channel shift.

### **3.4 Family Front Door**

3.4.1 It is everyone's responsibility to protect young people. So, thank you to all members who keep me informed of their concerns for children in their wards.

3.4.2 Remember these three important numbers:

- If you have concerns about a child being harmed or at risk of harm you can call the Brent Family Front Door on 0208 937 4300 and hit option one
- If you are calling outside normal office hours please call our emergency duty team on 0208 863 5250
- If a child is in imminent danger always call 999.

### **3.5 Community Day**

3.5.1 On Monday 6 August I attended the "Together Community Day – Empowering Communities" at Roundwood Youth Club in Kensal Green. The theme of the event was to educate local young people on issues including gang violence and knife crime. But it also celebrated young people's talent and their contribution to the community.

3.5.2 It was well attended by local families who interacted with a range of agencies including; Brent Council, the Fire Brigade, Brent Police, the Terrance Higgins Trust and Connexions.

### **3.6 Care in Action**

3.6.1 On Friday 3 August I attended the "Care in Action – Activity Day" in Chalkhill. This has become an annual summer event where children in care come together with their foster carers to celebrate the end of term. Activities included face-painting, animal petting, graffiti artists, sports and music.

3.6.2 I attended, along with officers from the team, as this was a valuable opportunity for us to interact with foster carers (and for them to network amongst each other) and hear their concerns first hand in an informal setting.

#### **4. Adults Social Care – Councillor Harbi Farah**

- 4.1 I very much look forward to working with all our partners to fulfil our local Labour manifesto commitments. As the new cabinet member for adult social care, I am committed to listening and taking forward collective actions to improve services. In particular, I would like to see that our services are embedded with Labour values. I am proud that Brent has achieved so much in the past four years despite devastating central government cuts since 2010. As a cabinet member, my main priorities will focus on how to bring our services closer to our residents, while making sure our residents feel our system is ready to help, is respectful, and fair.
- 4.2 There is significant demographic pressure on adult social care because of the good news that people continue to live longer with more complex conditions. This is recognised at a national level which is why the LGA is trying to work with local government nationally ahead of the expected green paper in the autumn from the government to make the case for adult social care.
- 4.3 It is crucial that through this process and the government's green paper, the changes consulted upon are about more than principles, and that we focus on the core issue of how we meet the greater needs of the population and deliver on the aspirations of the Care Act to provide much needed certainty for the council in terms of planning (not more short term financial sticking plasters such as Improved Better Care Fund) and for Brent residents, which means nationally we need to recognise pressures such as:
- Demographic pressure - over the last 2 years there has been a 3.2% growth in the number of people adult social care supports, but this number hides the true impact. Over the same period there has been a 9% increase in the amount of homecare we have purchased and an 18% increase in 'double handed' homecare packages (these are the packages for the people with the most complex needs, where the person needs two carers for every homecare visit to avoid moving to a residential or nursing care home).
  - Providing more support to our health partners - nationally ASC has saved Health £60m by reducing delayed transfers of care. Brent Council has put more money into hospital discharge services (more social workers, more homecare so people can be assessed at home through the Discharge to Assess service HomeFirst) and this has saved the Brent health economy over £350k.
  - Inflationary pressures - there are specific price pressures on care homes particularly in relation to the shortage of nurses. This is driven by the increased demand in hospitals for nurses (where terms and conditions are often better) and by other factors such as Brexit.
- 4.4 There is also the fact that although Brent Council have been able to secure contracts that pay the London Living Wage in extra care schemes over the last year, homecare workers are not yet paid the London Living Wage.

## **5. Public Health, Culture and Leisure – Councillor Krupesh Hirani**

- 5.1 We promoted the Borough of Culture with Headteachers in Brent. As you know, young people were at the heart of our Bid and getting schools involved and engaged in the year of culture is a key objective for us. I promoted the Borough of Culture at Parliament where Hampstead and Kilburn MP Tulip Siddiq held a community reception.
- 5.2 I have met with the Anne Frank Trusts who are interested in running an anti-discrimination arts programme in Brent in partnership with schools. We had a key stakeholders meeting to update key organisations on the Borough of Culture.
- 5.3 We hosted a delegation from the young people's media channel Vice and toured the Borough with them. At the time of writing this update, preparations are under way for our London Borough of Culture Summit which will guide residents and local groups on how they can be involved in our Year of Culture.
- 5.4 I launched the Brent summer reading challenge with Michael De Souza, better known as Rastamouse! He held an interactive reading session with children at Ealing Road Library. The Challenge encouraged children to take out six books to read over the summer. 25 teenage volunteers engaged and helped during the summer period for the Challenge.
- 5.5 The Reading Ahead scheme for emerging readers achieved a Gold standard. There were 700 joiners and over 230 finishers. Harlesden Library awarded 10k of CIL funds to enhance the Harlesden cultural offer which includes the hub. Two community projects underway to develop murals to go in the cultural space. I have now visited all Brent Libraries and spoken to staff about the challenges at their workplaces and sought to resolve issues and concerns through the Directors.
- 5.6 I hosted a briefing for Preston Ward Councillors alongside the Community library representatives regarding next steps for developing their new library building.
- 5.7 I attended summer vegan cooking workshop. A Brent based company has been holding plant based cooking workshops for children over the summer holidays. The aim has been to give them something positive to do over the holidays and also make fruit and vegetables more exciting for young people.
- 5.8 We screened the Word Cup Final at King Edwards Park in Wembley. It was well attended and the Leader and I personally handed water bottles to spectators!
- 5.9 I attended Notting Hill Carnival. One of the sets was organised and hosted by a Brent based company and I have subsequently included them on our list of key cultural organisations to work with on the Borough of Culture
- 5.10 I attended the launch of the mural at the Brent Indian Association on Ealing Road I attended the Willesden Temple's anniversary celebrations. I also attended the Queensbury Mela. Flag raising took place for Independence Days. I attended the

50<sup>th</sup> Anniversary event for the Kutch Madhapur Community who at their AGM appointed their first ever female President.

- 5.11 I met with the Friends of Assam Group who hold an annual cultural event to promote their community. They are hoping to hold their national event in 2020 in Brent and open it up to all to learn more about Assam and their community. Their Chair is a Brent resident.
- 5.12 I met with CVS Brent who wanted to know more about our upcoming budget process. I met with the new Chief Executive of the Brent Law Centre and sent details to all Councillors about their services and how they could signpost residents to their services. They are supported through our Grants programme along with Citizens Advice Brent to provide much needed assistance to our residents.
- 5.13 I hosted a briefing for ward Councillors (Dollis Hill, Mapesbury and Dudden Hill) on the tennis courts at Gladstone Park. We have teamed up with the Lawn Tennis Association (LTA) to improve the facilities and the LTA at the same time are hoping to increase the take up of the sport at a grassroots level. A consultation will formally launch in September where our plans in partnership with the LTA will be out in the public domain.
- 5.14 Bridge Park Community Leisure Centre received £1500 from the London Mayor's office to feed children during the summer holidays. We fed about 15 to 20 children twice a week and this summer we also provided snacks and drinks to the children on the other 3 days through food donated by another sponsor. This year we had two chefs from Heston's restaurant who came in to cook for the children. A fun packed open day event at Willesden Sports Centre which was attended by 550 people
- 5.15 We are mapping indoor sports facilities across the Borough and at the end hope to develop a platform where we can make the information more accessible to communities.
- 5.16 Brent had its first ever Plogging event. The Be Smart Get Fit group organised the day based on a Scandinavian concept where participants organise a run or jog, pick up rubbish, and at the end, enjoy a lunch / meal to cap the day. It is a great way to keep fit, improve the environment and a good social experience too.
- 5.17 Sustain have developed a Local Government Declaration on Sugar Reduction and Healthier Food. The Council have now signed up to this, committing to take action in 6 key areas;
- Tackle advertising and sponsorship
  - Improve the food controlled or influenced by the Council and support the public and voluntary sectors to improve their food offer
  - Reduce prominence of sugary drinks and actively promote free drinking water

- Support businesses and organisations to improve their food offer
- Public events
- Raise public awareness.

5.18 Brent Council has been given £195k from the Healthy Pupils Capital Fund, which was generated by the Soft Drinks Industry Levy (sugar levy). Schools have been invited to bid for funding to carry out a capital project which increases facilities in schools for physical activity, healthy eating, mental health and wellbeing and medical conditions.

5.19 Healthier Catering Commitment 44 premises have achieved the HCC award. There is a dedicated page on Brent website, explaining the award, benefits of the award, how to sign up, and listing companies who have achieved the award.

5.20 We have carried out targeted Shisha and Tobacco Control work with the Iraqi Community and are working with Caso do Brasil to develop a Community Lead Smoking cessation service for the Brazilian community.

5.21 National Diabetes Prevention Programme funded by NHS England, coordinated and implemented by Public Health and CCG has now started taking referrals from Brent residents in August 2018.

5.22 Worked with CCG to obtain £267k funding to continue the successful Latent TB Infection Testing and Treatment Programme. Brent was the highest performing CCG for the Latent TB Programme in London.

5.23 The diabetes prevention programme and childhood immunisation were topics discussed at the Community Wellbeing Scrutiny Committee.

## **6. Community Safety – Councillor Tom Miller**

6.1 It has been a busy few months coming back into the Council following the countermanded poll in Willesden Green. It is my first Full Council back in this seat, and I look forward to working with you. My brief has been reduced since I have come back onto the council, with culture moving over to Councillor Hirani. It now covers:

- All areas of community safety (crime, ASB, specialised issues of violence and vulnerability such as domestic violence)
- Many of the council's regulatory and enforcement services (such as licensing and trading standards)
- Community cohesion work (including the Prevent duty)
- Registration and nationality services

6.2 I am looking forward to working with you all. I am very happy to answer questions from members whenever suits, or to meet whenever practical.

### **6.3. Upcoming policy and reports**

6.3.1 We have some major areas of policy to be updated, which have been in process since before the local elections.

**“Safer Brent” – our community safety strategy.** This is a detailed document which has been included on the agenda for the Council meeting.

6.3.2 It will outline our analysis of the key problems facing us around crime and disorder in Brent, and what Labour aims to put forward as solutions – a plan of action. We recognise that the council's resources are now very depleted and that partner services, not least the police, are under enormous strain. We still think that we can make a positive difference to crime and disorder by intervening earlier in the journey people make towards criminalisation, recognising the relationships and overlaps between victims and offenders, using data and predictive modelling, and giving our work a more local focus. We will give even more elevated priority to issues which we believe drive crime and disorder locally, namely gangs and the serious violence and drug markets which accompany them. As part of this we will also be further elevating the priority of our work on knife crime.

**“Stronger Together” – our community cohesion strategy.** This document will shortly be going out to consultation.

6.3.3 I am planning to do this in a fairly non-traditional way, including an interview with The Beats FM to discuss ideas around this with some young people. We will also be doing a mini road-show to some of the libraries and shopping centres across

the borough, and I have asked the team to make sure ward councillors are invited.

6.3.4 In the plan we aim to carry out a programme of work to encourage the community to come together to fight some of our most difficult social issues – from gang crime through to FGM and political radicalisation.

6.3.5 This time we will be meeting the Government's call for areas to adopt and encourage 'British values' with our own local alternative – Brent values. As the consultation goes forward we will be asking residents from all of Brent's diverse communities what they most value and how they can help us to stick together. After all, we have more in common with each other than which divides us.

#### **Statement of licensing policy**

6.3.6 In line with our manifesto commitments we are consulting on this update with the hope of providing new tools to our licensing committee, for example tackling the cumulative impact of off licenses within particular High Streets. I would be really happy to pass on details to members.

#### **6.4 Forward Programme**

6.4.1 In future months I will be meeting with officers to ensure delivery of our manifesto pledges over the next four years: working with licensees to deliver safer premises. Designing tools to improve neighbourhood watch, and introduce predictive modelling identifying those at risk of harm or offending. We will move to protect all people from domestic abuse, and to guarantee the rights of women in the borough in the face of gendered violence or exploitation. I look forward to working with local campaigners and volunteers as well as our staff to make this happen.

#### **6.5 Updates**

- I am in dialogue with Police about some of the serious incidents that have taken place in recent weeks, not least a multiple shooting in Kingsbury and a horrifying attack on a pregnant woman. In addition I am working with some members who are dealing with burglaries and localised ASB problems.
- We recently brought our new £2.3M CCTV system online and officially opened the new control room. Thanks to those of you who came along! The digital system will allow better pictures, make it far cheaper and easier to place and move mobile cameras, and will provide a year-on-year saving by eliminating the need for line rental and cutting down on custom ad hoc repairs. We should also be able to bring partners such as Housing Associations into our system, and Police will have direct access as crime is recorded.
- Along with Councillors Mili Patel, the Leader and the Borough Commander I have recently visited Harlesden High Street, where there are a range of compounded problems. I'm working with Police, residents and some of our

officers in Regeneration and Environment to unlock some of the long term issues.

- The Council ran a 'Summer Nights' visibility campaign, adding visible council staff to the Police presence in some of our more volatile areas during the summer
- We are keeping a close eye on Police as Brent's command merges with Barnet and Harrow, and will continue to keep up dialogue and monitor performance.

## **7. Regeneration, Highways and Planning – Councillor Shama Tatler**

- 7.1 This is a difficult time for Brent Council and we are having to make some unprecedented decisions about budgets and services at a time when need is high. The regeneration department has a crucial role in supporting the council by helping bring in revenue through increasing the council tax base, supporting business and our town centres as well as shaping the built environment in Brent, transforming the borough and making it a place where residents want to live, work and play. A borough that is ready for the demands for the 21<sup>st</sup> century.
- 7.2 Despite limitations placed on local government on how we build homes, this council is committed to help support the building of truly affordable and quality homes. We value transparency in the planning process and holding developers to account. As such, as part of the public planning applications, viability assessments are being published.
- 7.3 The government policy on ‘permitted development’ has been a blight to councils and areas like Brent, where the planning authority has been removed from making decisions for the area and obligated to give ‘prior approvals’ to office to residential conversions. Not only do these applications not have to adhere to space standards, these conversions often only provide accommodation of studio/one bed dwellings and not the family sized units that Brent needs. In addition, in Brent, these permitted developments have displaced valued local businesses and employers. As a result, Brent Council have issued an Article 4 directive for the Wembley Growth Area and it came into effect in August 2018. Consequently, Brent Council have been able to refuse some prior approval applications already. The council needs to be involved in place-making through planning decisions to ensure that all residential, business/employer and infrastructure needs are met. This Article 4 Directive will help Brent to that.
- 7.4 Regeneration also means ensuring the infrastructure to development is secured and we are pleased to say the long awaited improvements to the road network in the Wembley area were approved by Cabinet earlier this summer and help alleviate some of the issues residents face.
- 7.5 Other important regeneration news includes the appointment of the developers of the Peel Precinct in South Kilburn. In what will be the civic heart of the South Kilburn, we are excited by the progress of this phase of works which will not only include social housing but a brand new medical centre, gym and retail spaces.
- 7.6 Finally, we welcome public participation in planning consultations and we praise the work by the community in Harlesden who have put forward a Harlesden Neighbourhood Plan which is currently out to consultation.

## **8. Schools, Employment and Skills – Councillor Amer Agha**

8.1 **The Employment and Skills** team helps residents develop skills for life and employment (Brent Start), careers advice and guidance (The Living Room and partners), support for those with greater barriers to work (Work and Health Programme and bespoke projects), and access to the labour market (Brent Works).

- **Brent Start** is a now a high performing service, with achievement for students above the national comparator averages at nearly 87%, rated Good by Ofsted in 2017, and supporting circa 2,500 residents each year with valuable qualifications to fulfil their goals. Customer satisfaction is at 97% above the national average of 88% (external survey). A new prospectus for 2018-19 has been published.
- **Brent Work's** performance has improved year on year, supporting over 420 residents into work and apprenticeship since April 2015 to date, with nearly 40 residents placed in apprenticeships already this year. They are nominated for their partnership with Quintain for the Wembley Park employment skills work, in both the national 'British Construction Awards 2018' and 'Place West London Awards 2018'.
- **The Living Room** has had a new team in place since April and is delivering above its targets, supporting over 150 people into work since its launch in 2016. It will provide more flexible support across priority neighbourhoods of Brent including Harlesden and Kilburn (through Community Hubs subject to sign off by Cabinet in September).
- **The Work and Health Programme** is a West London programme commissioned by Brent and partner boroughs, providing support since its launch in March 2018. It is a more intensive programme, through which residents can receive upto 18 months of support, particularly for those with common mental health issues (e.g. stress, anxiety and depression) or physical health barriers to work. Also available to support residents with learning disabilities, care leavers, carers, and ex-offenders. Since its launch over 320 Brent residents have been referred to the programme, 25% of the total across West London.
- **Moving on Up**; The London Borough of Brent has been invited to become one of two pilot areas to test a new approach to improve employment outcomes for groups which are underrepresented in quality jobs in London's labour market. This is part of Moving on Up (MoU) an initiative developed and funded by the Trust for London and City Bridge Trust working in partnership with Black Training and Enterprise Group (BTEG) and the Greater London Authority. MoU aims to improve employment outcomes for young black men in London by developing new models which can be used to support under-represented ethnic groups. Brent E&S department is organising a Moving on UP workshop to create an Employment Impact Group, on 21<sup>st</sup> September 2018 to explore how Brent can develop and test

MoU model over next two years. The workshop will be facilitated by BTEG and Trust for London

- Brent has submitted an application for DWP - **Community Budget Funding** – for prevention of offending and reoffending. The DWP community budget provides an opportunity to deliver innovative interventions to young people of Brent. It's important the council and its partners work together to develop meaningful training and employment opportunities for those that are at greatest risk of involvement in criminal activity.

## 8.2 GSCE results

8.2.1 This year has been another strong year for GCSE results in Brent. Pupils in the borough continue to achieve well and are once again performing well above the national average. I'd like to say massive congratulations to all the pupils who received their results this summer. It was great to meet some students as they were getting their results

8.2.2 This is the second year that students have taken the new style more challenging GCSE qualifications in English and mathematics, and the first year in a further 20 subjects.

8.2.3 The revised GCSEs are graded 9 to 1. Grade 9 is the highest grade, Grade 5 is a strong pass and Grade 4 is a standard pass. In 2019 nearly all of the subjects examined will be new style GCSEs.

8.2.4 In 2018, 2,831 Year 11 Brent students sat their GCSEs. The provisional results show that the Brent averages for all of the measures have increased compared to 2017 and that Brent is well above the 2017 national averages for all of the measures.

8.2.5 The provisional Brent average Attainment 8 score of 50.5 is an increase of 1.5 compared to 2017 and well above last year's national average of 44.6. In effect the 2018 score means that the average grade for Brent students in their eight main GCSE subjects is 5 i.e. a strong GCSE pass. The highest attainment is at Wembley High Technology College (66.5) and JFS (65.0) with students on average attaining grade 6 (equivalent to the former GCSE grade B).

8.2.6 The provisional proportion of Brent students attaining the Basics is 70 per cent which is 2.5 percentage points above last year and 6.1 percentage points above last year's national average.

## 8.3. A Level and Level 3 Vocational results

8.3.1 The changes to all A Level subjects will have been introduced by September 2018, with the first set of linear examinations for all subjects reported in 2020.

8.3.2 Brent's overall pass rate (A\*-E) has fallen this year and is marginally (0.9 percentage point) below the national average which also fell. This is being

attributed nationally to the “tougher” A Levels. However, over a quarter (26.3 per cent) of Brent’s results are the higher A\*/A grades, marginally (0.1 percentage point) above the national average. Brent’s proportion of A\*-C grades is also above the national average and by a wider margin (2.7 percentage points). Overall attainment is highest at JFS, with St Gregory’s Catholic Science College second and Wembley High Technology College third.

8.3.3 Despite the more challenging A Levels, the results at Ark Academy, Preston Manor School, Queens Park Community School and St Gregory’s have increased compared to 2017.

#### **8.4. Level 3 Vocational**

8.4.1 The overall pass rate for Brent is 98.5 per cent, and the highest grades (Distinction\*, Distinction) account for 62.1 per cent of all of the grades awarded. Of the schools with over 50 entries, attainment was highest at Kingsbury High School with 93.1 per cent of all grades awarded Distinction\*/ Distinction.

8.4.2 At Wembley High all of the small number of entries (six) have been awarded Distinction\*. The lowest Level 3 vocational pass rate is at ARK Elvin Academy. This is the first year since the Department for Education separated the reporting of A Level and Level 3 Vocational qualifications that Brent Council has collected the vocational results from schools. Comparisons with previous years are therefore not possible, and unlike A Level, the provisional national results have not been published.

## **9. Housing & Welfare Reform - Councillor Eleanor Southwood**

### **9.1 Brent Housing Management**

9.1.1 It's almost a year since management of Brent's housing came back in-house. Our focus is on accelerating the speed of improvement, particularly in terms of:

- A better experience for residents: The staff restructure is now complete. From now on, residents will experience a more responsive and customer focused service than they used to get. For example, Housing Officer activities will be by demand rather than patches, there is now contract management ensuring contractors deliver what they are paid to deliver and to the quality expected, leaseholders get a more dedicated service, responding to their specific needs as homeowners. I'd like to thank the team for their support during this transition
- More timely repairs service: This has been a major focus and there's still some way to go. We're dealing with a high level of legacy complaints and, from 1 October a service improvement plan will be implemented that will focus on improving the quality of the service and increasing customer satisfaction with the service. We're taking a holistic approach with Wates, Property and Neighborhood services working together to deliver a much better service
- Voids: As at the end of August, we had let 79 properties this financial year, 19 more than the same period last year. This means that More homes are let more quickly, getting people off temporary accommodation and increasing rental income, which means more money to invest in the stock.

### **9.2 Fire Safety**

9.2.1 It's over a year since the dreadful tragedy at Grenfell Tower. Keeping our residents safe is a number one priority. All high-rise (6+ storey) blocks of flats have a valid Fire Risk Assessment in place and 100% of the remedial actions and recommendations identified in the 2017 Fire Risk Assessments have been completed. We're undertaking a high-rise fire safety improvement programme, as part of a £28m HRA capital investment programme. We'll also undertake fire safety improvement works for all low and medium rise blocks, starting this month.

### **9.3 More flexible approach to home adaptations**

9.3.1 Historically, major adaptations have been delivered through a traditional mandatory Disabled Facility Grant (DFG). I'm pleased that Cabinet have agreed to amend the Council's Private Housing Assistance Policy so that we can take a much more flexible approach, which is built around the needs of the resident and draws on expertise from teams across the council. Residents can now access:

- A Small Works Grants (SWG) of £7,000.00 – A discretionary grants to cover the cost of works that will deliver significant health gains. They are generally

available for vulnerable people on qualifying benefits or irrespective to any entitlement to benefits when used to install or maintain disabled facilities or assist hospital discharges.

- A Spend to Save Grant (SSG) – A discretionary tool, to be utilised where a case can be made for the upper limit of a Small Works Grant to be exceeded in very special circumstances where this provides an overall financial advantage in relation to the combined care and health budgets of the council and its NHS partners.
- Acute Handyperson Assistance service (AHAS) – Available free of charge to remove risks within the home for vulnerable residents when referred by Care or Health Professionals. This is intended to directly support the work done by the HDAS, preventing hospital readmissions
- Hospital Discharge Assistance service (HDAS) – A fast-track, prioritised route to housing services in circumstances where a vulnerable person is unable to be discharged from hospital due to housing safety risks within their home.
- Discretionary Disability Adaptations Grant (DDAG) – This is an alternative to the DFG, identical in every respect but without a requirement for means-testing.
- Disabled Facility Grant (DFG) – A grant to provide major adaptations so that people can access essential facilities within their home such as a bedroom, bathroom & toilet, kitchen and lounge. The grant also funds access around the home and in an out of the home too. These grants are means tested.

#### **9.4 Supporting people who are sleeping rough**

9.4.1 The number of people sleeping rough is increasing alarmingly, thanks to huge cuts and service reductions resulting from the Government's policy of austerity. The Housing Needs service was successful in securing £348,204 from the Government's Rough Sleeper Initiative grant for the remaining 2018-19 period, and a similar provisional allocation for next financial year. This means we're better able to provide support to some of the most vulnerable rough sleepers – people experiencing mental health issues and people with no recourse to public funds. The Government's [strategy](#) published during recess contains a belated acknowledgement of the seriousness of the issue but goes nowhere towards addressing the fundamental problems – lack of housing available at social rent levels, insecure work and private rental arrangements and a benefit system that punishes people for their situations.

#### **9.5 More affordable homes in Brent**

9.5.1 This administration is determined to do all we can to tackle the fundamental reason for the housing crisis – too few affordable homes. Our objective is still to deliver 1000 affordable units a year, working with private sector developers,

housing associations and through our own direct funding/ delivery. This will be made up (approximately) of a third Shared Ownership, a third affordable rents (focusing on the Council's ambition of 60-65% of market rent) and a third which is London Affordable rent and Social rented units. We have revitalised our own building programme, which is beginning to come to fruition. Despite warm words in the [Government's recent Social Housing Green Paper](#) the restrictions we face to building our own homes are significant. So I'll be asking Cabinet to agree a bid for an additional £54m in HRA borrowing headroom, which is crucial to us delivering more affordable homes.

## **9.6 Extension of selective licensing**

9.6.1 Our objective is to improve the standard and safety of all private rented housing in the borough to make Brent better for tenants, landlords, other residents and businesses. On 1st June 2018 it became a legal requirement for landlords of all privately rented properties in the wards of Dudden Hill, Kensal Green, Kilburn, Queens Park and Mapesbury to have a licence. So far we have received 3,187 applications, approximately 10% of these are HMO applications. We have granted 957 selective licenses in these 5 wards and estimate that there are about 4,300 selective licensable properties in the 5 wards all together.

## **10. Environment – Councillor Krupa Sheth**

### **10.1 Parking Consultation**

10.1.1 The parking team commenced an informal supplementary consultation exercise on Friday 24<sup>th</sup> August 2018. The consultation is for residents in Controlled Parking Zones (CPZs). This focuses on a proposal to levy a surcharge for resident parking permits held for diesel vehicles, of £50 perhaps possibly rising in time to £100. The purpose of this proposal is to encourage diesel owners to consider switching to less polluting vehicles, given the increased health risks caused by air pollution from vehicles with diesel engines.

10.1.2 We are also consulting Wembley parking account holders on a series of changes to the Wembley Event Day Zone, and associated CPZs. This proposes moving from a one-off £10 permit to a £15 virtual permit covering three years. The objective is to cover the cost of future management and enforcement of the Event Day scheme, and to prevent residents who move out of the area from holding a permit indefinitely.

10.1.3 A consultation was initially held in May and June 2018. All responses made during that period are valid and residents need not respond to the consultation if they have already done so. The online consultation will be open for 28 days, closing on 21st September 2018. All responses will be considered before making a final decision later this year.

### **10.2. Annual Parking Report**

10.2.1 The 2017-2018 Annual Parking Report will be coming to cabinet in September. This is a statutory report which provides an overview of parking management, and parking and traffic enforcement in Brent. It draws together the year on year improvements in our services. We aim to make Brent a safer borough to drive in, improve motoring standards, reduce traffic congestion and help improve our air quality. This report highlights a marked decline in PCNs issues for moving traffic contraventions captured by CCTV demonstrating that compliance with traffic rules has greatly improved at many key locations that were previously hot spots.

10.2.2 The parking account made a net surplus of £12,572m. The entire amount has been allocated to assist in meeting the cost of concessionary fares. The concessionary fares budget is used to pay for the cost of the freedom pass which provides users free travel on most public transport in London. The freedom is available to those who meet the disability or age criteria.

### **10.3. Recruitment of Parking Civil Enforcement Officers**

10.3.1 The recruitment of additional Civil Enforcement Officers is under way to enhance the protection of parking spaces for our residents and businesses.

### **10.4 LED Street Lights**

10.4.1 Over 12,000 LED lanterns have been installed with the programme on target to be completed by January. This will mean brighter and safer streets.

## **10.5 Electric Charge Points**

10.5.1 Phase one of our plan to install electric charge points is progressing well. The charge points have been installed and we are currently waiting for them to be connected. This should be completed in the next 6 weeks. Once operational, there will be 25 charging points at 16 locations across the borough. They will have designated bays which Source London will rent from us. These electric charge points are vital in our plans to promote electric cars and help improve our air quality.

## **10.6 Meadow Cutting**

10.6.1 The new meadow policy involves a yearly cut. We have started cutting the meadows to try and make a head start before the weather turns. This operation will take 2-3 months and commencement is intended to be triggered by seasonal change.

10.6.2 The main parks will be prioritised for their cut first, as they have the largest meadow areas and to allow Veolia to take advantage of what it looking to be a further dry spell over the coming weeks. The first area to be cut will be Neasden Recreation Ground. Then the following parks will have their meadow areas cut (but not necessarily in this order). Barham Park, Roundwood Park, Gladstone Park, King Edwards Park, Roe Green Park, One Tree Hill, Woodcock Park

10.6.3 The process will involve each meadow being cut and all grass removed. To ensure the proper cultivation of a meadow area, 10% of each meadow area will be left in each location over winter. This will allow for insect habitation and for the establishment of a true meadow going forward. Whilst weather dependant, it is envisaged that all meadow areas will be cut by the end of November. I have asked for regular updates, alongside pictures where possible, and we will be keeping residents informed via our website and social media channels. I will keep you updated as the meadow cutting process takes place. If you have any questions in the meantime, please let me know.

10.6.4 We are working to ensure we have a plan in place for the coming Spring to ensure we do more in our meadow area such as sowing seeds for wildflowers. I will keep you updated with our plans. We are also in the process of designing a biodiversity portal to sit on our Brent Council website, which will promote our parks, biodiversity and our wildlife.

## **10.7 Wildlife Competition Update**

10.7.1 In July, we launched the wildlife competition, we have had a lot of interest from residents and some amazing pictures of wildlife in Brent has been sent in. The winners will be announced in September.

## **10.8 London in Bloom Competition**

10.8.1 Judges from London in Bloom were in the Borough in July inspecting some of our parks. Veolia and our parks team worked together to present our parks to the judges and demonstrated a close working partnership. The judges made some favourable comments about our parks when they left us. We will find out in September if we have won any awards.

## **10.9 Neighbourhood Managers**

10.9.1 Our neighbourhood managers have been trialling our several different projects in different wards to help tackle rubbish dumping. These locations have seen a noticeable reduction in rubbish dumping and these methods will be evaluated to see which ones were most beneficial and how they can be used elsewhere.

10.9.2 One of our neighbourhood managers led on a multi-agency project on Hassop Road, Mapesbury ward. There were several issues including untaxed vehicles, uncooperative businesses, unclean streets and illegal parking. Sustained effort by our officers and the police has ensured that the area is currently free of problem vehicles and businesses are for the first time engaging with us to find a way to ensure improvements are maintained. This has been a great success.



## Questions from Members of the Public

Full Council – 17 September 2018

### 1. Question from Mrs Kalavatiben Patel to Councillor Eleanor Southwood, Leaed Member for Housing and Welfare Reform

Why can't Housing Association tenants buy a house through right to buy? I would also like to know why Housing Association tenants can't transfer if they are not happy with their current house? When requesting a transfer my Housing Association have advised of the need to bid but in the local area on the Locata Brent Housing Options website there aren't any houses available so how can people bid for a transfer?

#### Response:

Most housing association tenants do not have the Right to Buy. This is a statutory right generally only available to Council Tenants. But if you were a secure council tenant and were living in your home when it was transferred from your council to another landlord, like a housing association, then you may have a 'Preserved' Right to Buy.

This only applies if you were living in your home when it was transferred. It can also apply if you then move to another property owned by the new landlord. But it does not apply if you move to a property owned by a different landlord.

The government is considering extending the Right to Buy to Housing Association tenants and is currently carrying out a pilot in the Midlands. Once the pilot scheme has concluded the government will consider the results further and may extend the Right to Buy nationally.

In some circumstances you may have the "Right to Acquire" your Housing Association home however the discounts are much lower than the Right to Buy and are between £9000 and £16000 per property. Your Housing Association landlord will be able to advise you further if you are eligible.

All registered Housing Associations are required to have a policy on allocations, transfers and exchanges. These policies will differ from organisation to organisation because they are independent organisations and in some cases such as in London Borough of Brent a Housing Association may sign up to a locally agreed policy. Eligibility and the likelihood of being able to achieve a transfer are affected by issues such as your level of housing need (whether you are overcrowded for example), your circumstances compared to other people who are

eligible (for example another applicant may be in greater need) and probably most importantly the availability of suitable housing in the area you wish to move to, demand is very high and there is a shortage of suitable affordable accommodation in London for many families.

Another way of moving home is for you to arrange a Mutual Exchange which in simple terms means you simply “swap” your home with another tenant of your existing Landlord or another eligible landlord. You should contact your Housing Association for more information.

**2. Question from Mrs Elizabeth Gaynor Lloyd to Cllr Margaret McLennan, Deputy Leader of the Council:**

In the light of (1) the change in Cabinet member responsibility since the assurance given by Councillor Tatler at the Cabinet meeting in August that the Metropolitan Open Land/ open space at Northwick Park was safe, and (2) her comments to the Harrow Times that all proposals will be made in consultation with residents which is scheduled for the coming months, and (3) the fact that a Transport Viability study was carried out almost a year ago indicating the possibility of an access road through the Ducker pool area or the golf course or the Fairway (all of which would involve a road across Metropolitan Open Land), can the Cabinet Member now vested with responsibility for this project please either confirm that these access road proposals have been abandoned or, if not, please publish a simple indication of the rough alternative routes for the access road to the Northwick Park Regeneration area proposed?

If the open space is safe, can the Cabinet member also confirm that there will be no development on the SINC Grade 1 Northwick park & the Ducker Pool B103 area and open space protected under CP18, and that these areas will be fully protected so that their value is not prejudiced by the adjoining/nearby development?

**Response:**

Peter Brett Associates (transport and infrastructure consultants) have been engaged by the four landowners under the One Public Estate Initiative to work alongside other consultants, to assess the transportation issues that affect the Northwick Park site and its surroundings.

Part of this study included access to the site. A number of options were considered by Peter Brett, with advantages and disadvantages of each given careful consideration. The format and details of future public consultation has yet to be agreed, but this is likely to include access options for discussion and feedback.

The February 2018 Cabinet paper, updating members of progress at Northwick Park, confirms current proposals consider a possible “land swap” of Metropolitan Open Space, subject to the necessary consents. In broad terms this would involve swapping the area currently occupied by the sports pavilion and car park, with an equivalent area immediately to the south of Northwick Park station.

(Para 4.7 Appendix One of February 2018 cabinet report):

“.... include the smaller MOL swap involving the existing pavilion area and the area immediately to the south of Northwick Park station.”

This too would form part of any public consultation.

Mrs Lloyd may be reassured by para 3.2 and 3.3 of the same report, which stated:

3.2 All of the Council freehold ownership, and the Ducker Pond, is designated as Metropolitan Open Land ('MOL'). This effectively affords it the same planning status as Green Belt, where development for uses other than those deemed appropriate for the Green Belt will be refused unless there are exceptional circumstances. The same land area is also designated as local open space.

3.3 The Ducker Pond area is designated as a Site of Importance for Nature Conservation Grade I, being of high biodiversity value. This designation extends to part of the Playgolf site, particularly the hedged area at the boundary. Part of the site also forms a section of the Capital Ring public walkway. Policy seeks to preserve and enhance the habitats in these areas.



## Questions from the Opposition and Other Non-Cabinet Members

### Full Council – 17 September 2018

**1. Question from Cllr Neil Nerva to Cllr Margaret McLennan, Deputy Leader of the Council:**

Can the Cabinet Member update Council on action being taken to tackle Blue Badge fraud?

**Response:**

**Background**

The Audit and Investigations team are responsible for investigating all allegations of Blue Badge fraud and misuse. This has been achieved through close liaison with the Independent Travel Team (who administer Blue Badges), the Parking Contract Monitoring team and the parking contractor, Serco, (who assist with obtaining relevant evidence).

**Detail**

The Audit and Investigations team lead on on-street proactive drives and retain the responsibility for investigating Blue Badge fraud through to prosecution where appropriate. The most recent proactive exercise was undertaken in June 2018 which had the following outcomes:

- 62 Blue Badges checked.
- Six Blue Badges seized due to fraudulent use which includes one vehicle that was lifted;
- 11 Penalty Charge Notices (PCNs) issued for various parking contraventions

(Each PCN carries a £80 fine at discount stage, and the removal charge for the lifted vehicle is £200. This does not include any additional sanctions and/or costs arising from further investigation by the Counter Fraud team.)

Serco has in place a system for checking, seizing and referring Blue Badge fraud. The Parking Monitoring team have developed an intelligence database to help them manage reports of misuse, identify hotspots to assist with tasking on-street parking enforcement and also to identify more serious cases for referral to Audit and Investigations.

The Council's webpages have information that help ensure that members of the public can report Blue Badge fraud and in a consistent manner.

The National Fraud Initiative is a national data matching exercise which provides a useful source of intelligence on Blue Badge fraud. The most recent set of data matches produced the following results matching Blue Badge data to data on deceased persons - 447 matches were reviewed with 304 fraud/errors found resulting in live badges being cancelled.

**2. Question from Cllr Lia Colacicco to Cllr Shama Tatler, Lead Member for Regeneration, Highways and Planning:**

Can the Cabinet Member for Regeneration Highways and Planning comment on the council's objection to the Cricklewood Waste Depot?

**Response:**

The Council has been lobbying Barnet to protect the interest of Brent residents. We were consulted on the application and subsequent changes and on both occasions sent strong objections back. These objections were on the grounds of additional traffic on the public highway and the environmental impact – combined we are concerned about how this will impact on our residents in Dollis Hill. The latest objection sent set out our concerns over 7 pages.

**3. Question from Cllr Fleur Donnelly-Jackson to Councillor Eleanor Southwood, Lead Member for Housing and Welfare Reform**

Can the Cabinet Member for Housing & Welfare Reform clarify how prevalent the usage of out-of-borough placements is within this authority?

**Response:**

Placing people outside Brent who would rather stay here is not something we ever want to do. However, unfortunately it isn't always possible to find accommodation in the borough. Usually, this is because of the increasingly sky high rents being charged in the private sector, which is a particular problem for people who are subject to the benefit cap. Sometimes, it is because of the shortage of larger family homes that we have in the borough. Those that we do have are often completely unaffordable for people, even with housing benefit support.

As a result, like many councils we find ourselves having to place people in cheaper parts of London or – in the worst case scenarios - out of London entirely. I am pleased though that we have one of the lowest rates of out of borough placement for temporary accommodation amongst London Boroughs but we are far from complacent. In terms of private rented sector placements, we work hard to find placements that are at least within London, if not in Brent. Between 2015 and 2018, 42% of these were in Brent, with a further 36% in London. So only 22% of private sector placements were out of borough. This is still too high and I will continue to work relentlessly with officers to bring this number down.

**4. Question from Cllr Michael Maurice to Cllr Krupa Sheth, Lead Member for Environment:**

Why does Wembley Park Drive enjoy 2 hours of free parking where everywhere else has to pay to park? When Preston Road and Bridge Road became pay to park, we were told it was for 'uniformity' by your predecessor Jim Moher. On this basis will you either give Preston Road & Bridge Road (Wembley Park) free parking for a period of time, or make Wembley Park Drive, pay and display?

**Response:**

The Council considers all responses to public and statutory consultation in deciding whether to make changes to on-street parking management arrangements.

In recognition of an increase in public demand for parking management changes in the borough, with the aim of introducing on-street parking controls that meet local needs and will benefit our residents and businesses, Cabinet approved the approach to reviewing on street parking management on 15th November 2016.

Schemes are included in our programme where we receive numerous requests for changes, there is evidence of on-street parking pressures, and there is also a high level of public support. In late 2017, we consulted on introducing pay and display parking outside the all the shops on Wembley Park Drive. This was to prevent long stay and commuter parking and provide short stay parking opportunities for visitors to the local shops. This was not progressed as the proposal was not supported at consultation stage, (15% of respondents were in favour and 85% of respondents were not in favour).

We are not currently aware of a significant number of requests for changes to parking management on Bridge Road or on Preston Road and therefore there are currently no plans to consult on any changes at these locations.

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 <b>Brent</b>	<p align="center"><b>Full Council</b> 17 September 2018</p>
	<p align="center"><b>Report from the Director of Performance Policy &amp; Partnerships</b></p>
<p align="center"><b>Housing Scrutiny Committee Chair's Update Report</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
<b>No. of Appendices:</b>	0
<b>Background Papers:</b>	N/A
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	Jackie Barry-Purssell Senior Policy and Scrutiny Officer Tel: 020 8937 1958 Email: <a href="mailto:Jacqueline.barry-purssell@brent.gov.uk">Jacqueline.barry-purssell@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 This report provides a summary of the work carried out by the Council's Housing Scrutiny Committee. The report covers the period from July 2018 to present, detailing a programme of work and items discussed during this period.

## 2.0 Recommendation(s)

- 2.1 Council is recommended to note this report.

## 3.0 Detail

- 3.1 The Housing Scrutiny Committee's remit is to scrutinise housing functions within the Community and Wellbeing department, including Brent Housing Management; housing supply; housing growth numbers; temporary accommodation; landlord licensing; the private rented sector; housing policy; homelessness; Registered Providers; supported housing; floating support, and home adaptations. Its remit primarily covers the portfolio area of the Cabinet Member for Housing & Welfare Reform).

### **3.2 2018-19 Housing Scrutiny Committee Members**

Councillor Janice Long, Chair  
Councillor Michael Maurice, Vice-Chair  
Councillor Abdfatah Aden  
Councillor Tony Ethapemi  
Councillor Faduma Hassan  
Councillor Robert Johnson  
Councillor Daniel Kennelly  
Councillor Thomas Stephens

3.3 The Committee also has two appointed co-optees - a leaseholder of a Brent Council home, and a Council tenant – Michele Lonergan and Karin Jaegar.

3.4 There is one committee meeting to report upon.

3.5 At its July meeting the Scrutiny Committee considered an item on Capital Programme Overruns. This report presented by the Operational Director of Housing gave an overview of the Capital Programme, focusing in particular on the issue of overruns, their impact on tenants and leaseholders with slippage to the capital programme and the mitigation plans put in place.

3.6 In the discussion which followed members sought further clarification on covering the cost of works, contract management and overruns. Members focused on the issue of overspends and recouping the cost of works when the total bill had exceeded the original estimates by 25% or more of the original contract value. Members further questioned how works evaluations were carried out, the reasons for the occurrence of discrepancies between them and actual cost and the processes which were in place to ensure the accuracy of estimates. Discussion took place about cost management and members underlined the importance of this and in particular the adverse financial impact experienced by leaseholders in Brent. In noting some of the measures set out in the report, the committee also flagged up the importance of developing specific cost indicators and maintaining historical data to allow for estimates to be continuously benchmarked and compared in the long term.

3.7 In acknowledging members' concerns, officers explained that under the Landlord and Tenants Act 1987, a Section 20 notice had to be served before any works could be carried out, allowing residents to comment and make any observations prior to commencement of work. With the exception of emergency repairs, the totality of any incurred spend was funded by the Housing Revenue Account, with service fees subsequently subsidising the charges. It was noted that this in turn had a knock on effect on available funds and restricted council's capacity to carry out any future major works and repairs, thus stressing the importance of accurate estimates. It was also stated that at the core of the overspend laid contractual management flaws, which were inherited from Brent Housing Partnership, with delays impacting on the total cost and penalty clauses no longer deemed adequate. Members were

assured that the council was determined to follow the processes stipulated within the law in order for estimates to be done accurately and fairly before a notice was served as well as seek to reduce the overall number of reissued notices going forward. Officers stated that the council was committed to seeking best value for money when contracting a repair.

- 3.8 Officers briefed members on the mitigation measures which had been introduced by Housing Management as part of the Capital Programme. The committee was assured that a three-year rolling programme was already under way alongside a stock condition survey to ensure the viability of all council owned properties and to ascertain that leaseholders were not charged more than necessary for the cost of repairs. Further measures which were highlighted included the development of an asset management strategy, improving pre-works processes, use of technology and employment of professional surveyors as part of the contracts management team. It was expected that the above systems would provide the council with a clear benchmark on progress made, measure levels of satisfaction amongst residents and result in provision of more accurate total bill estimates.
- 3.9 The Operational Director for Housing explained that a key factor in improving the Capital Programme processes was the council's increased focus on transparency and strengthening resident involvement. He stressed the importance of having an open and holistic approach, such as carrying out consultations with both tenants and leaseholders on equal terms and allowing them to challenge any decisions. Some of the actions put in place by officers included the introduction of handover meetings to all residents in a given block upon completion of works and use of electronic media to accommodate those residents who may not be able to attend an inspection in person.
- 3.10 The Head of Housing and Neighbourhoods also introduced a report on **Resident Engagement** and highlighted some of the key points. He explained that the previous resident engagement offer had been reviewed and revised. He stated that the council was committed to developing a new, more engaging framework which would put residents at the forefront of shaping services and would offer choice in terms of ways to engage.
- 3.11 In the subsequent discussion, the committee raised questions on the new resident engagement framework and sought more information on the role and function of the customer experience panel. Officers informed members that at the heart of the new framework would be a twelve person council wide customer experience panel, who would represent residents from a wider range of social and economic backgrounds and would ensure their views were represented before the Council. Members raised the need to improve engagement with young people and ensure they were represented on the panel. In acknowledging the members' recommendation, officers advised that the new structure would ensure commitment to resident involvement on all levels, paying particular attention to maintaining local conversations. An even stronger focus would be in place to ensure that the views of the panel on were inclusive and representative of the diversity in Brent.

- 3.12 Further discussion focused on the methods of engagement proposed in the new resident strategy. Points were raised by members on a range of issues including the overall service commitments, the need for a joint holistic approach and fair involvement of residents from all property types and providing accessible options for engagement, including appropriate use of technology and social media. Members suggested that in engaging with residents, the council should consider time commitments and tailor any events to the residents' availability. In acknowledging members' views, the Operational Director for Housing explained that a number of ways would be available to residents, including virtual meetings, use of a customer relationship management system and extending meeting locations beyond the Civic Centre. A discussion followed on service commitments with members receiving an overview on the links between the corporate and service approach. Officers emphasised the importance of involving residents in decisions.
- 3.13 Officers acknowledged that not all residents may be comfortable using technology, and they assured the committee that face to face interactions would be retained through the new housing management model.
- 3.14 Further discussion took place about the progress on estate inspections and resolving grounds maintenance issues. Officers briefed members on the structured approach to estate inspections, including the focus on better liaison with block champions and more inclusiveness, thus allowing inspections to be joined by anyone, including residents, councillors and key stakeholders. Commenting on the issue of grounds maintenance, officers assured the committee that the council considered this a high priority, with discussions already taking place and a strong commitment towards improving joint working between services going forward.
- 3.15 Members finally received a report on **Estate Parking** from the Operational Director for Housing. Officers highlighted that parking on housing estates had become increasingly problematic. The proposals set out in the report therefore proposed the introduction of a controlled parking scheme commencing with five estates in the borough by September 2018. Officers outlined the proposed increase in parking permits from £10 to £85.
- 3.16 In the subsequent discussion, members raised questions on the affordability of the proposed increase, the effectiveness of planned enforcement and overall consultation processes with residents. Officers gave an overview of why increased charges were needed and the plans in place to engage with residents. Officers discussed the current enforcement approach and future plans in this area. Members raised questions on the parking allocations approach and availability of parking spaces. Discussions continued on the five suggested estates for the introduction of this approach. The operational Director re-emphasised the commitment to resident engagement throughout this project.

#### **4.0 Upcoming Scrutiny Meetings**

4.1 Future meetings for 2018/19 have been agreed as:

- Thursday 13 September 2018
- Thursday 29 November 2018
- Wednesday 6 February 2019
- Wednesday 27 March 2019
- Thursday 25 April 2019

#### **5.0 Financial Implications**

5.1 There are no financial implications.

#### **6.0 Legal Implications**

6.1 There are no legal implications.

#### **7.0 Equality Implications**

7.1 There are no equality implications.

**Report sign off:**

***Peter Gadsdon***

Director of Performance Policy &  
Partnerships

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**Full Council**  
17 September 2018

**Report from the Director of  
Performance Policy & Partnerships**

**Resources and Public Realm Scrutiny Committee Chair's  
Update Report**

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	0
<b>Background Papers:</b>	N/A
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Patrick Doherty, Senior Policy & Scrutiny Officer, Tel: 020 8937 3357 Email: Patrick.doherty@brent.gov.uk

**1.0 Purpose of the Report**

1.1 This report provides a summary of the work carried out by the Council's Resources & Public Realm Scrutiny Committee in accordance with Standing Order 14. The report covers the period from 03 July 2018 to present.

**2.0 Recommendation(s)**

2.1 Council is recommended to note this report.

**3.0 Detail**

3.1 The Resources and Public Realm Scrutiny Committee covers corporate resources (including Customer Services, Policy, Partnerships and Performance, Procurement and IT) as well as Regeneration, Regulatory Services, Environment, Transport and Community Safety. The committee is comprised of eight elected members (seven from the Labour Group and one opposition group member, which is consistent with current political balance arrangements).

3.2 *2018-19 Resources and Public Realm Committee Members*

Councillor Matt Kelcher (Chair)  
Councillor Neil Nerva  
Councillor Roxanne Mashari  
Councillor Kieron Gill  
Councillor Sandra Kabir  
Councillor Saqib Butt  
Councillor Erica Gbajumo  
Councillor Suresh Kansagra

- 3.3 The committee has met twice since the last report to Council, on 03 July 2018 and 16 Jul 2018. The 03 Jul 2018 meeting had fallen after reporting deadlines to Council, so that meeting is covered in this report. An extraordinary meeting was also called for 16 July 2018 due to some key members and officers being unable to attend the scheduled meeting on 03 Jul 2018 due their attendance at the annual LGA Conference. That meeting is also covered here.
- 3.4 The Chair invited Councillor Nerva to update the committee on the progress of the **Affordable Housing in New Developments Task Group** and propose new terms of reference for the committee's approval. The task group had previously been established by the committee in the last municipal year, but had been unable to progress due to the proximity to the elections. The new terms of reference were broader to allow fuller consideration of the issues. A series of evidence gathering sessions had been planned to be completed by September 2018, thereby allowing any recommendations to feed in to the new Brent Local Plan in development.
- 3.5 Councillor Butt (Leader of the Council) introduced a report on **Brent Priorities 2019 onwards**, explaining that the borough priorities would be based on the commitments made within the Brent Labour Manifesto. The Borough Plan was currently being developed and consultation on the Plan would commence in October 2018. Work was underway to detail how the priorities would be met, taking into consideration the financial challenges facing the council over the next four years and ensuring the council was poised to exploit any opportunities that arose.
- 3.7 Members subsequently queried how the council planned for wider political and economic changes and questioned whether any council services would be protected from future savings proposals. The committee also queried how the council would use the Borough of Culture status, both during the year and as a legacy for the borough, particularly with respect to improving community cohesion and outreach.
- 3.8 Environmental improvements for Brent were discussed and members were keen to hear how the council would tackle poor air quality, questioning whether the council would be willing to consider all potential measures. Clarity was sought on whether the council would deliver against manifesto commitments if they proved unpopular during consultation. Members also sought details of how the council measured progress against these commitments.

- 3.9 Councillor McLennan (Deputy Leader) introduced an **Assets and Property Overview & Strategy Brief (2019-2023)**, 'Making property assets work for Brent', outlining the council's property assets and focus areas for the new Property Strategy being developed for 2020. It was emphasised that the Strategy would address how the council's assets would be employed to the benefit of the council through cost reduction, income generation and value generation.
- 3.10 Members welcomed the strategic approach described and sought further detail regarding the process of property valuation and frequency of review. The committee advised that transparency was needed with regard to the provision of rental subsidy for council assets and sought confirmation of how often these arrangements were reviewed. Members also sought assurance that assets would not be sold off en masse and questioned how the council's property portfolio compared with those of other authorities. It was further queried how the council's asset management strategy aligned with the One Public Estate initiative and it was commented that the council should promote more widely the contribution it makes via its assets.
- 3.11 With reference to the table of council assets previously provided to the committee at its meeting in February 2018, the committee stated that for each asset the council should detail a range of further relevant information, and members sought comment on the usage of space within the Civic Centre and the provision of space for start-ups and small and medium sized enterprises (SMEs).

#### **4.0 Scrutiny Meetings and Activities**

- 4.1 The meeting of the committee on 05 September 2018 will be covered in the next report to Council. The items it considered were:
- Highways contract performance
  - Digital Strategy progress and outcomes for vulnerable people
  - Area based working update

#### **5.0 Financial Implications**

- 5.1 There are no financial implications.

#### **6.0 Legal Implications**

- 6.1 There are no legal implications.

#### **7.0 Equality Implications**

- 7.1 There are no equality implications.

**Report sign off:**

**Peter Gadsdon**

Director of Performance Policy &  
Partnerships



	<p align="center"><b>Full Council</b> 17 September 2018</p>
	<p align="center"><b>Report from the Director of Performance Policy and Partnerships</b></p>
<p><b>Community and Wellbeing Scrutiny Committee Chair's Update Report</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	0
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	James Diamond, Scrutiny Officer Tel: 020 8937 1068 Email: <a href="mailto:James.diamond@brent.gov.uk">James.diamond@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 This report provides a summary of the activities carried out by the Community and Wellbeing Scrutiny Committee and covers the period from 9 July 2018. It details the results of the committee's meetings, work programme and engagement.

## 2.0 Recommendation(s)

- 2.1 Members are asked to note the content of this report.

## 3.0 Detail

- 3.1 The remit of the committee as set out in the constitution is the overview and scrutiny of children's services, adult social care, public health, health services and the NHS, and cultural services. There are eight elected members on the Community and Wellbeing Scrutiny Committee. All committee members are part of the Labour group apart from the vice-chair who is from the Conservative group. The membership of the committee for 2018/19 is:

Cllr Ketan Sheth, Chair  
Cllr Reg Colwill, Vice-Chair  
Cllr Ihtesham Afzal  
Cllr Rita Conneely

Cllr Claudia Hector  
Cllr Promise Knight  
Cllr Ahmad Shahzad OBE  
Cllr Anita Thakkar.

- 3.2 In addition, the committee has six co-opted members, representing the Anglican diocese, Roman Catholic diocese, governors of primary schools, governors of secondary schools, Muslim faith schools and Jewish faith schools. They have been co-opted for the purposes of school education.
- 3.3 In July the scrutiny committee discussed a report by Public Health England about **childhood and school age immunisation programmes in Brent** in 2017/18. The scope of the report was the immunisation of children aged 0-5 under the national Routine Childhood Immunisation programme and additional programmes provided for children aged 4-18. The committee heard that like other London boroughs, Brent's uptake rates are below the 95% coverage for Measles, Mumps and Rubella (MMR) recommended by the World Health Organisation. However, Brent's uptake is still one of the highest in north-west London. Brent like many London boroughs faces challenges in improving uptake resulting from a mobile population and other factors.
- 3.4 Public Health England said they were committed to increasing public engagement in Brent and particularly with schools and are working with their provider, Central and North West London NHS Trust, to improve engagement with Brent's schools. At the end of the discussion, members of the scrutiny committee recommended that Public Health England works with the British Society for Immunology to promote understanding of vaccination and help improve community engagement in Brent. This engagement work would include recruiting lay champions and outreach to community and religious groups.
- 3.5 The committee also discussed the **prevention and treatment of diabetes**. The discussion involved officers and clinicians from Brent Clinical Commissioning Group (CCG), two of the borough's Diabetes Community Champions, the chief operating officer of diabetes.co.uk (a community website which provides advice and information about diabetes), the Director of Public Health, and the Cabinet Member for Public Health, Culture and Leisure. The scale of the challenge was made clear: cases of type 2 diabetes are rising in Brent, and are higher than the national average. In addition, Public Health England has estimated that Brent has around 7,500 undiagnosed people with the condition. Also, Brent has more residents who are in high-risk groups than many other boroughs.
- 3.6 The council and CCG has emphasised the importance of prevention through physical activity, reducing weight and eating a healthy diet. Engagement by Public Health has focused on older age groups but there has also been work done with primary schools through the Slash Sugar Campaign. However, there are challenges around prevention. One of the community champions said that in her experience, some young people thought that diabetes was a condition which would not affect them. After the discussion, committee members recommended that the council should consider increasing the number of Brent's Diabetes Community Champions.

- 3.7 In 2017 members of the committee gave their response to a consultation about the Air Quality Action Plan 2017-2022 with particular reference to public health. The chair of the committee has now asked for an update to be published in the update report for the committee which will take place on 28 November. Cabinet agreed the action plan in November last year and the update will state what progress has been made with the actions around public health and engagement which the Cabinet committed to in the action plan.
- 3.8 The 2018/19 work programme will be discussed and agreed at the next committee meeting on 8 October 2018. This follows on from a work-programme meeting at which members of the committee discussed agenda items. The work programme will have a built-in capacity to ensure there is the flexibility to respond to issues as they arise and which residents may suggest. The work programme will be published with the next report to Full Council by the chair of the committee.
- 3.9 In 2017, the committee published a task group report looking at child and adolescent mental health services (CAMHS) in Brent. The task group made a number of recommendations in its report. One of the recommendations was that the local authority and Brent Clinical Commissioning Group (CCG) would organise an event for parents around the issue of young people's mental health and emotional wellbeing. The planning for an event is now being taken forward.
- 3.10 For 2018/19 the committee is considering setting up two task groups, which will involve non-executive members. The first will be on contextual safeguarding, and is expected to be agreed by committee on 8 October. The second task group, which will report later in 2019, will be looking at the issue of childhood obesity in Brent.

#### **4.0 Financial Implications**

- 4.1 There are no financial implications arising from this report.

#### **5.0 Legal Implications**

- 5.1 There are no legal implications arising from this report.

#### **6.0 Equality Implications**

- 6.1 There are no equality implications.

***Report sign off:***

***Peter Gadsdon***

Director of Policy Performance and Partnerships

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 <b>Brent</b>	<b>Full Council</b> 17 September 2018
	<b>Report from the Chief Finance Officer</b>
<b>Update Report from the Vice-Chair of the Audit and Standards Advisory Committee</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	0
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Conrad Hall, Chief Finance Officer Tel:020 8937 6528 Email: <a href="mailto:conrad.hall@brent.gov.uk">conrad.hall@brent.gov.uk</a>

## 1.0 Purpose of the Report

1.1 This report provides a summary of the activities carried out by the Council's Audit and Standards Advisory Committee (previously the Audit and Audit Advisory Committees) since the last update provided to Full Council on 9<sup>th</sup> July 2018. The Audit and Audit Advisory Committees were recently merged with the Standards Committee.

## 2.0 Recommendations

2.1 Full Council is asked to note the contents of the report.

## 3. Detail

3.1. The Committee has met once since the last update was provided to Council – on 26<sup>th</sup> July 2018. This paper is a brief update on the areas covered in that meeting.

### 3.2 Audit and Standards Advisory Committee – 26th July 2018

Standards Update

The report updated the Audit and Standards Advisory Committee on gifts and hospitality registered by Members and a recent High Court case on standards.

### Audit Items

#### Emergency Preparedness Update

Following the Emergency Preparedness Task Group Report which was presented to the Audit Advisory Committee in January 2018, it was resolved that an Emergency Preparedness item be added to the Committee's forward plan. This report outlined the progress made against the recommendations in that report, detailed the type and number of incidents in Brent since the writing of the report and provided some information around initiatives and programmes of work under way to enhance our resilience and response arrangements.

#### Report on i4B Holdings Ltd and First Wave Housing Ltd

The Audit and Standards Advisory Committee was provided with a report from i4B, with a cover report from the Council as i4B's shareholder. As requested by the Committee, a more rounded view of risks was presented, with a clearer delineation between those risks being managed by the Council and those being managed by i4B.

#### Brent Council Borrowing Strategy 2018/19 - 2020/21

The Audit and Standards Advisory Committee considered the borrowing strategy. The report set out the likely medium to long term borrowing requirement for the Council and confirmed the strategy for future borrowing.

#### 2017/18 Treasury Management Outturn Report

The report updated members on Treasury Management activity and confirmed that the Council complied with its Prudential Indicators for 2017/18.

#### Internal Audit Annual Report 2017/18

This was the annual report from the Head of Audit and Investigations. It included an opinion on the overall adequacy and effectiveness of the Council's internal controls and presented a summary of the Internal Audit work undertaken during the year.

#### Counter Fraud Annual Report 2017/18

This report provided an update on the counter fraud work for the period 1<sup>st</sup> January 2018 to 31<sup>st</sup> March 2018.

#### Brent Council Annual Governance Statement 2017/18

The report set out the draft Annual Governance Statement (AGS) for 2017/18 as required by the Accounts and Audit Regulations 2015.

### Risk Management Framework Review

This report provided the conclusions of a Risk Management Framework Review and feedback on a new approach that had been piloted with two departments. The final part of this report provided a draft implementation plan to embed and enhance Brent's Risk Management culture.

### Statement of Accounts and External Auditor's Report

The Audit and Standards Committee considered issues raised by the external auditors as part of the process of approving the annual statement of accounts.

## **3.3 Fraud Update**

As members are aware, all large, complex organisations will experience various types of fraud. Brent has a clear anti-fraud and corruption strategy which includes a 'zero tolerance' approach to any fraudulent or corrupt activity - this includes being open and transparent when fraud occurs.

The annual counter fraud report referenced earlier in this report includes details of the anti-fraud activity that is undertaken as well as the outcomes. This includes work to combat fraud in areas such as tenancy and social housing, blue badge, direct payments, Council Tax, Business Rates, insurance, concessionary travel and grant applications.

There has been a recent fraud uncovered which includes the fraudulent manipulation of cheques. As the matter is subject to an ongoing police investigation it is not possible to provide any further details, at this stage. Members are, however, asked to note that Internal Audit have already undertaken a review of the controls in this area and, as a result, management action is already under way.

Due to prompt and effective action by investigators and management working with the police and the banks, there will be no financial loss to the Council.

A report will be provided to the next Audit and Standards Advisory Committee on the controls work undertaken.

## **4.0 Financial Implications**

4.1 There are no financial implications arising from this report.

## **5.0 Legal Implications**

5.1 There are no legal implications arising from this report.

## **6.0 Equality Implications**

6.1 There are no diversity implications arising from this report.

**7.0 Consultation with Ward Members and Stakeholders**

7.1 Not applicable

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

8.1 There are no staffing and accommodation implications arising from this report.

**Report sign off:**

**Conrad Hall**  
Chief Finance Officer

	<p align="center"><b>Full Council</b> September 2018</p>
	<p align="center"><b>Report from the Strategic Director of Regeneration and Environment</b></p>
<p><b>Safer Brent Community Safety Strategy (2018-2021)</b></p>	

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

## 1.0 Purpose of the Report

1.1 The purpose of this report is to provide a strategic overview of the function and priorities of the Community Safety Partnership Strategy for the next 3 years. It also highlights key areas of concern identified across the community and the shared response of the community partners in tackling the issues identified, with the view to creating a stronger safer Brent. The key priorities for 2018-2021 are as follows:

1. Reducing Domestic and Sexual Abuse
2. Reducing the impact of Gangs and/ or Knives in our community
3. Reducing Vulnerability and increasing Safeguarding
4. Reducing Offenders and Perpetrators from Reoffending
5. Reducing Anti-Social Behaviour

- 1.2 The Partnership Strategy also provides a summary of key action plans for each priority, deliverable activity taking place, supporting evidence of local need and challenges (strategic assessment).

## **2.0 Recommendations**

- 2.1 Full Council to note and approve the detailed Community Safety Strategy 2018 - 2021 and action plans; approved by Cabinet in August 2018.
- 2.2 Full Council consider the information provided in this report and the Community Safety Strategy 2018-2021 in their discussions and planning on the Council's wider operational developments.

## **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 of crime and disorder on Brent community and how to reduce crime, disorder, substance misuse and reoffending in Brent.
- 3.2 The Partnership Strategy sets out the key priorities for the Safer Brent Partnership for the next 3 years.
- 3.3 There is a clear focus within the strategy on delivering against the key priority areas, creating an impact and change in areas of most need. The support of a partnership approach with communities leading change, will help to target and achieve our outcomes. The strategy draws attention to some of the core challenges we face within Brent, whilst also recognising that services are limited. However there is an ambitious commitment to approach these issues to create lasting change.
- 3.4 An annual report will be completed at the end of each financial year to review and highlight the achievements, challenges also the general performance against the priorities set.
- 3.5 In order to help deliver the strategy and increase resources locally, the Community Protection Service and other partner services internal and external to the council, annually seek additional external funding opportunities to respond, intervene and prevent priority issues escalating. Some of those funds already received are grant funded from; MOPAC (Mayors Office for Police and Crime Commissioner) London Crime Prevention Fund, the Home Office or other sources through collaborative voluntary sector partnerships, with only a small proportion being funded by council revenue funding, thus reducing financial pressure on council services.
- 3.6 MOPAC specifically fund through the London Crime Prevention Fund a number of interventions (listed below) which have been commissioned by the Community Protection service amounting to over £0.59m per year. The

interventions include the; Community MARAC (service supporting vulnerable people and victims of antisocial behaviour and exploitation to safeguard them) and Hate Crime, Domestic Abuse Perpetrator program (delivered by DVIP), Exit Sex work programme, Gangs Intervention Programmes, Mentoring, Sports and Wellbeing programmes, Early Intervention worker and Gangs worker. The funds for these interventions are confirmed until 31st March 2019, the source of the funding for the interventions after March 2019 are uncertain and will be clarified by MOPAC in September 2018. To which we can later provide a verbal confirmation confirming future funding awarded.

- 3.7 Over the next 3 years Brent, will deliver an additional Health Based Independent Domestic Violence Adviser (IDVA) co-located at Northwick Park Hospital and a three-tier screening IDVA co-located at Brent Police Station. It is expected that these services will further strengthen partnerships, access to services and earlier prevention support to victims of domestic abuse. This was achieved through successful grant funding from the Home Office.
- 3.8 Additional funding applications are underway and being developed based on the increased local needs of the Brent population and limited existing resources to meet the increasing demands. In addition to sourcing additional funding, Brent will also benefit from several pan London projects, which received funding to deliver services in Brent through MOPAC.
- 3.9 The Met Patrol Plus is funded through existing council revenue contribution until March 2020 it is currently delivering actions across all priority areas with successful outcomes and impact being achieved. Additional reports detailing specific activity in full are available.
- 3.10 The CCTV upgrade for a 'Safer Brent' will provide an enhanced coverage and improved facility. This work will be completed in January 2019 and we anticipate that all priority areas will benefit
- 3.11 Regarding the commissioning of services, 2017/2018 was a year for redesigning services and re-tendering provision. Legal considerations and advice was taken throughout this period. For 2018/2019 onwards, where additional funding will be sought to maximise and increase local provision, we will ensure core council policy are followed, with full legal, procurement advice and consideration in all stages.

#### **4.0 Financial Implications**

- 4.1 Delivery of the three year Strategy will incur revenue and capital expenditure. As shown in the table overleaf, revenue expenditure on the delivery of projects through commissioned services is an anticipated investment of £1.37m in the first year, £1.27m in the second year and projected £1.27m in the third year, totalling £3.9m. Capital expenditure delivering the CCTV project totals £2.3m and is expected to be completed by 2018/19.
- 4.2 Revenue funding for 2018/19, the first year of the strategy, has been wholly confirmed. The council revenue funding of £680k will be met from existing

approved budgets for each year. The MOPAC and Home Office funding for 2019/20 and 2020/21 is yet to be confirmed, however, there is a reduced rate anticipated compared to 17/18 and 18/19 due to decrease in direct funding for all London boroughs with such resources going into a co-commissioning pot for boroughs to bid in for. Confirmation of funding is expected in late autumn 2018.

- 4.3 The £2.3m capital funding is approved and included within the current capital programme.

		Provisional	Provisional	
<b><u>Revenue Funding</u></b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
London Crime Prevention Fund (MOPAC)	591	487	487	<b>1,565</b>
Home Office Fund	100	100	100	<b>300</b>
<b>Total Grant</b>	<b>691</b>	<b>587</b>	<b>587</b>	<b>1,865</b>
Council Revenue contribution (staffing inc Met Patrol Plus)	680	680	680	<b>2,040</b>
<b>Total Revenue Funding</b>	<b>1,371</b>	<b>1,267</b>	<b>1,267</b>	<b>3,905</b>
<b><u>Capital Funding</u></b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Council Capital contribution (CCTV Upgrade)	2,300	0	0	<b>2,300</b>
<b>Total Capital Funding</b>	<b>2,300</b>	<b>0</b>	<b>0</b>	<b>2,300</b>

## 5.0 Legal Implications

- 5.1 The Crime and Disorder Act 1998 as amended by section 97 and 98 of the Police Reform Act 2002, requires the Council in partnership with other agencies to develop and publish a Community Safety Partnership Strategy as detailed in the body of this report. There is also a requirement on the Council to keep the Strategy under review in order to monitor its effectiveness and make amendments where necessary.

## 6.0 Equality Implications

- 6.1 The Community Safety Partnership Strategy is reflective of the diverse Brent community and ensures that the priorities capture the diverse needs of the community. It seeks to redress issues of equality to ensure that the needs of vulnerable people in the community are equally considered in accordance with the requirement of the Equality Act 2010.

6.2 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 Community Safety priorities and information has been shared with key stakeholders and partners, Community groups, young people and public forums (Brent Connects all wards). The strategy has been approved by the Lead Member for Stronger Communities and at the Safer Brent Partnership meeting in March 2018.

## **8.0 Human Resources/Property Implications**

8.1 The current provision of IDVAs, family support and MARAC coordination to the Council is delivered 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 have been completed.

8.2 The current Domestic Abuse Perpetrator program is delivered by the Domestic Violence Intervention Project (DVIP) from local Children centres across the borough or other suitable venues which are easily accessible. The team is co-located with the Children and Young People department to ensure easy and prompt referral.

8.3 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.

8.4 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

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# SAFER BRENT Community Safety Strategy 2018-2021

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Brent: stronger together



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**‘Our diverse community is our greatest strength. Only by working together can we create a safer Brent’**

**Cllr Muhammed Butt**  
Leader of Brent Council



## Foreword

**Cllr Tom Miller**  
Lead Member for  
Stronger Communities



During the course of our previous strategy we have driven forward an improved co-ordinated response to our local priorities. We have moved away from a focus on tackling individual crime types and added greater focus and emphasis on; 'Reducing demand', 'Identifying and addressing the needs of the most vulnerable', 'Integrating better with other processes to be more efficient' and 'Making our communities more resilient'.

Although we have achieved much, we are not yet where we wish to be in combatting the challenges that we face within Brent and across London. With pockets of deprivation, social need and poverty, many families and individuals are working but unable to provide for both their basic needs and long-term aspirations. There are additional risks of exploitation to vulnerable people, to whom we all have a duty of care and must safeguard. Within this space there are offenders and perpetrators who take

advantage, using victims by offering financial gain for illegal activities, resulting in high crime and high harm incidents in our community.

The development of this strategy provided an opportunity for us to review progress and take an honest look into what we still have to do and want to achieve as a partnership. Many of the priorities outlined reflect a more targeted response, following an evidence and area based approach to delivery. Providing supported interventions with a tailored approach to delivery. This sits alongside a wider package of measures such as improved CCTV, stricter licensing policies, better partnerships with the voluntary sector and more intervention work with police to ensure we achieve greater impact. Together these approaches form a suite of policies beneath our 'Safer Brent' brand, a mark of strength and public reassurance in challenging times.

Business as usual is not an option. We will need to be radical in our aims, creating a permanent shift towards lower crime and disorder through long-term localised interventions. Only by creating more locally focused, high intensity solutions to these problems can we beat the resource challenge posed by central government cuts and widening social injustice. Our strategy for getting there is realistic, outcome focused, and recognises via our partnership work, that the long-term prevention of crime and vulnerability is at least as important as reacting to either.

## Introduction

The Crime and Disorder Act 1998, as amended by section 97 and 98 of the Police Reform Act 2002, places a requirement on Community Safety Partnerships (CSP) within Brent duly referred to as the Safer Brent Partnership Board. This also requires the development a three year Crime and Disorder Strategy by the Partnership board to be reviewed annually. This document sets out how Crime and Anti-Social Behaviour will be tackled. The borough will also adopt the Mayor Office of Police and Crime (MOPAC) Plan 2017-2021 alongside this strategy to meet the shared requirement and priorities for the next 4 years. Revisions shall reflect any local analysis, which highlights any prevailing needs and this will be reflected in the action plan.

An additional responsibility is also placed on Community Safety Partnerships to produce a Strategic Assessment to ensure emerging community safety trends are captured, and priorities are refreshed where necessary. There is also a statutory responsibility on the partnership to reduce reoffending, to be accountable for addressing PREVENT under Counter-Terrorism and Security Act. Both of which are referenced within this strategy and delivered in partnership with key stakeholders and agencies.

This Strategy outlines the main priorities for the Community Protection team, which have been identified through the Strategic Assessment. The Strategy is intended to complement and join up

with the upcoming Stronger Communities Strategy, on which the council will shortly be informally consulting. The latter will cover the preventative work the council does at a community level, around areas like violent crime and radicalisation. Whereas the Community Safety Strategy focuses on mitigating crime, abuse and disorder as it occurs.

The accompanying Strategic Action Plan sets out how the Partnership will work together over the next few years to tackle crime and disorder priorities building on best practice around effective crime reduction and clear objectives and outcomes to be achieved.

# Key Facts – Introduction to Brent

- Brent is an exciting, dynamic and vibrant place to live and work. The borough is well connected by public transport within one of the great world cities and home to one of the world's most iconic sporting stadiums.
- Brent is attracting new investment, new business, new visitors and new residents every year and this brings both opportunities and challenges.
- Our population has increased by 18 per cent over the past 10 years, to 312,000. We are now the

fifth largest of the London boroughs and the fourteenth most densely populated local authority in the country.

- The number of under 5 year olds has increased by 37 per cent and those aged 5-19 years by 8 per cent in this time, giving Brent a young population, often living in extended families.
- Brent is also one of the most culturally diverse boroughs in the UK. People from black, Asian and minority ethnic backgrounds make up 64 per cent

of the total population, and we continue to welcome new communities.

- We are proud of our cultural diversity, community cohesion and historic ability to welcome different cultures, support their integration and create a borough in which people from different backgrounds and cultures feel welcomed. We are also recognised as the 'London Borough of Culture 2020'. [www.brentculture2020.co.uk](http://www.brentculture2020.co.uk)

**'Different communities need to work to understand each other's perspectives, and service providers must work to engage with our different communities – from longer-established groups to new arrivals and those who are vulnerable and at risk of being marginalised to understand their needs.'**

(Brent Borough Plan, 2015-2019)

### Mayor's Office for Police and Crime

The Mayor's Office for Policing and Crime (MOPAC) have developed a new Police and Crime Plan 2017-2021 whereby 'Violence' and 'Vulnerabilities' have

been highlighted as key priorities for the Metropolitan Police. 'Keeping Children and Young People Safe' has been named one of the top three priorities being adopted by this new plan. The plan emphasizes the need to develop more effective interventions for children and young people at risk of; serious youth violence, child sexual exploitation and gangs, as well as enforcing against those offenders who prey on young people.

The Police and Crime Plan 2017-2020 & MOPAC Priorities cover: Victim; Violence; and Vulnerability & Risk.

### The review and monitoring for 2018 onwards performance framework will also include;

1. A Safer London – a focus on volume and high harm priorities
2. A Better Police Service for London
3. A Better Court and Judicial System for London
4. Keeping Children and Young People safe
5. Tackling Violence Against Women and Girls (VAWG)
6. Standing Together against Extremism, Hatred and Intolerance

MOPAC also review the performance on London-wide priorities with a focus on high harm crimes and wider issues that affect London including;

- Sexual Offences
- Domestic Abuse
- Hate Crime
- Child Sexual Exploitation
- Weapon based (both knife and gun crime).

These are alongside local volume crime priorities selected by each London Borough Community Safety Partnership (our local Safer Brent Partnership).

### London Crime Prevention Fund (LCPF)

Brent Community Protection services bid for specific interventions tailored to Brent's Community Safety priorities, which align to the MOPAC Police and Crime plan. The fund comes from the LCPF allocation. As a result of a successful bid we are now targeting: Through an Integrated Offender Management program; Gang crime, Victim care, Anti- Social Behaviour and Neighbourhood crime, Hate crime, Violence Against Women and Girls (VAWG), and Youth crime.

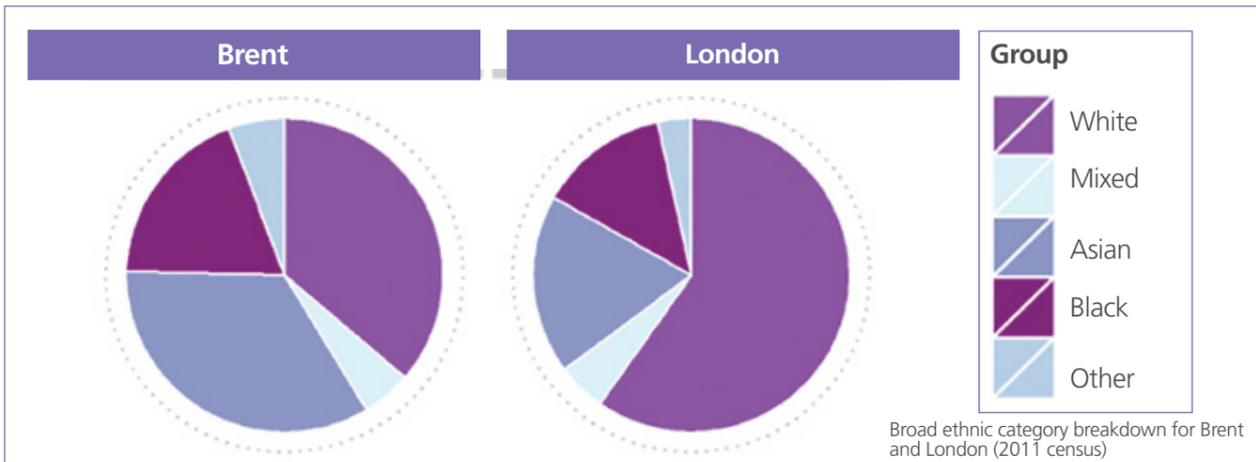
### Overarching Outcomes 2017-2020

- Serious Youth Violence - Reduce knife crime reoffending rate for Habitual Knife Carrier nominals by 10% for the target cohort
- Reoffending - Reduce reoffending rate of targeted Offender Management Cohort which cause disproportionate rate of harm and risk by 15%
- Gangs - Reduce gang-related offending for the Offender Management targeted cohort by 10%.
- Anti-Social Behaviour and Hate crime repeat Victimization - Reduce level of risk for repeat ASB and Hate crime victims for targeted cohort by 20%
- VAWG - 70% of partners and ex-partners of engaged perpetrators report feeling safer.

[www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/community-safety/crime-prevention/london-crime](http://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/community-safety/crime-prevention/london-crime)

### Local Strategic Assessment

For more details on these areas, please see the **Local Strategic Assessment (full details within appendix 1)**



**What we have achieved  
(CSP Strategy review)**

In March 2017, the Safer Brent Partnership agreed 5 priority areas. Performance against these is detailed in the Annual Report 2017-2018.

2017 revised priority areas
1. Reducing Gang Related Offending
2. Reducing Anti-Social Behaviour
3. Reducing Reoffending
4. Reducing Extremism, Hatred and Intolerance
5. Reducing Violence and Vulnerabilities
a) Reducing Child Sexual Exploitation
b) Reducing Domestic and Sexual Abuse

**The Safer Brent Partnership**

The 2017 priority areas have been focused at targeted interventions and a tailored approach to delivery, to ensure a Safer Brent.

**Performance and outcomes:**

The number of crimes (Total Notifiable Offences) in Brent 2016-17 increased by 7.8% over the last 12 months. Despite the increase in crime, Brent's crime rate per 1000 of the population is still below the London average.

Overall, the interventions and operations put in place by the Safer Brent Partnership board partners, to help deter and reduce our priority-related crimes and concerns have resulted in decreases in relevant crimes.

However, there was a rise in some Anti Social Behaviour (ASB) and gang-related offences, reflecting an increase in these crimes across London during this period. Gangs and Knife Crime have remained a key obstacle for the borough and across London, therefore this remains a key focus within the 2018-21 strategy.

**Our overarching Outcomes and Key Performance Indicators**

(Please see Appendix 2)

The strategy 2014-2017 described a model of delivery for the Safer Brent Partnership to achieve a 'Safer Brent', focused 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 Mayor's Police and Crime Plan also monitors the local priorities of volume crime, which have been selected by the Safer Brent Partnership (March 2018) as:

- Anti-Social Behaviour
- Non-Domestic related Violence with Injury
- Robbery.

The Partnership agreed to retain non-domestic related violence with injury (VWI) supported with the evidence that, in Brent, non-domestic related VWI offences make up 7.7% of all crime. Brent

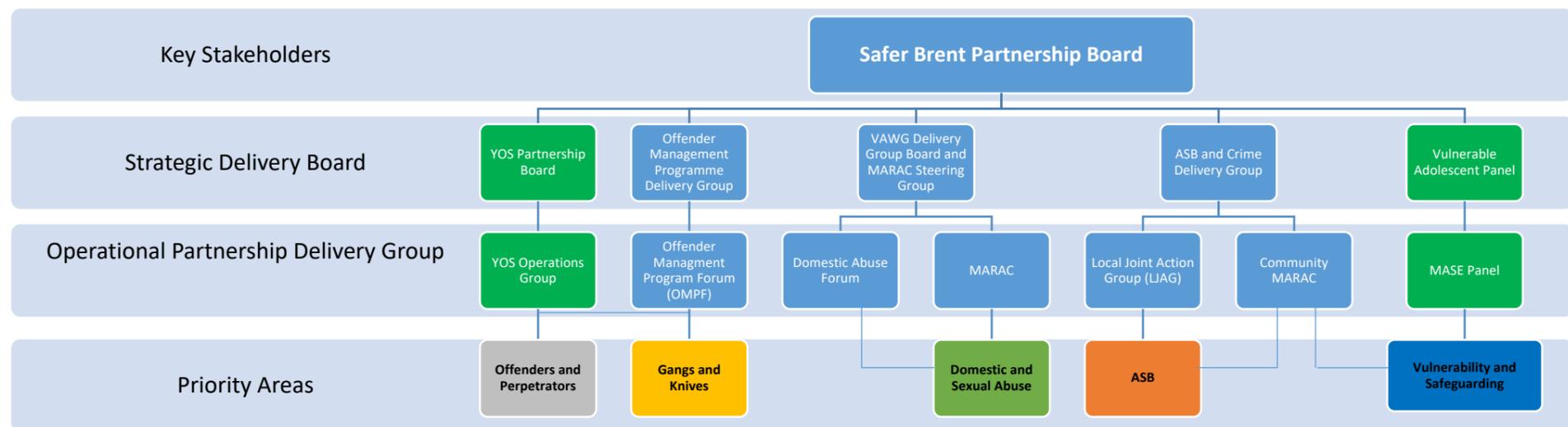
The Community Safety Strategy 2018-2021 Priorities include:	Changes from 2017 priorities
Reducing Domestic and Sexual Abuse	<ul style="list-style-type: none"> <li>• Priorities 4, 5 and 5b sit within Reducing Vulnerability and increasing safeguarding</li> <li>• Further focus on Impact</li> <li>• Clarity on areas of intervention</li> </ul>
Reducing the impact of Gangs and/ or Knives in our community	
Reducing Vulnerability and increasing Safeguarding	
Reducing Offenders and Perpetrators from Reoffending	
Reducing Anti-Social Behaviour	

currently ranks at 4th in the MPS for non-domestic related VWI. In Brent, the key areas of non-domestic related VWI offences are Stonebridge and Harlesden wards, making up nearly 20% of all crimes.

These volume crime priorities enable the Partnership to create localised solutions to area-specific problems.



# Safer Brent Partnership – Delivery model



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Green - represents boards / groups delivered by Children and Young People Services

### Key Stakeholders



# Vision and Strategic Intentions

Reducing Domestic and Sexual Abuse	Domestic and Sexual Abuse – Raising awareness and providing protection from domestic abuse and violence Supporting victims of these crimes, VAWG and bringing the perpetrators to justice Female Genital Mutilation – raising awareness and strengthening pathways for support Exiting Sexual Exploitation (including Human Trafficking & Prostitution) To implement the 5 Ps (Prevention, Provision, Partnership, Protection and Participation)	Harlesden Wembley Central Willesden Green Stonebridge Neasden
Reducing the impact of Gangs and/ or Knives in our community	Identifying those affected by gangs and encouraging exit through diversion or enforcement Prevention and awareness raising with young people at risk of carrying /using knives/ joining gangs Disrupting and dismantling criminal networks Identifying, targeting and tackling violent crime linked to knives and gangs Reducing Serious Youth Violence County Lines - understanding and responding	Wembley Harlesden Church Road Neasden South Kilburn
Reducing Vulnerability and increasing Safeguarding	Supporting and protecting those most vulnerable in our community Child Sexual Exploitation (CSE) – identifying those at risk and safeguarding them Supporting victims of crime to reduce fear and increase safety Promoting the Prevention of Hate Crime PREVENT – safeguarding those most at risk of radicalisation and extremism	Willesden Green Harlesden Kilburn Kensal Green Stonebridge
Reducing Offenders and Perpetrators from Reoffending	Reducing reoffending and engaging offenders Managing the needs of the most prolific offenders to reduce offending Supporting the Youth Offending Team and the Troubled Families programme through direct delivery Identifying routes to positive progression	Harlesden Wembley Central Kilburn Stonebridge Neasden
Reducing Anti-Social Behaviour Anti-Social Behaviour (ASB)	Tackling negative behaviour in our shared public spaces Addressing offenders of ASB Supporting to reduce the risk and harm caused by ASB CCTV use across vulnerable locations for an evidence based intervention Target hardening and strengthening burglary hotspot locations Using tools and powers to remove open drug markets	Wembley Central Harlesden Stonebridge Tokyngton Kingsbury Willesden

# Linking Priorities and Approaches to Community Safety



**Community Safety Key Approaches to delivery**

Our approach to delivery utilises the Problem Analysis Triangle (sometimes referred to as the crime triangle), which provides a way of thinking about recurring problems of crime and disorder by focusing on the relationships between Location, Victim and Offender. We also link the Problem Analysis Triangle to the wider external factors of neighbourhood, school and peer relationships, alongside a Contextual Safeguarding approach, to problem solve key local issues.

For example, individuals involved in gangs or carrying knives may also be victims in their own right and/ or be vulnerable to many factors themselves, forced, threatened or bullied to commit offenses. Therefore a distinction between Victim and Offender is not always determined or helpful when considering actions.

There are wider environmental and social factors which influence all priorities and are considered in the actions of community safety. This awareness is integral to offering a paradigm shift which changes offenders' behaviour and positively impacts their decisions, behaviours, and lifestyle choices.

<https://contextualsafeguarding.org.uk/about/what-is-contextual-safeguarding>



# Reducing Domestic and Sexual Abuse

- Raising awareness, increased Prevention and Protection from domestic abuse and violence
- Supporting victims of domestic and sexual abuse, and violence against women and girls (VAWG), and bringing the perpetrators to justice
- Harmful Practices including Female Genital Mutilation, raising awareness and strengthen pathways for support
- Exiting Sexual Exploitation (including. Human Trafficking & Prostitution)
- To implement the 5 Ps (Prevention, Provision, Partnership, Protection and Participation).

**Target Areas for Intervention: Harlesden, Wembley Central, Willesden Green, Stonebridge**

## WHAT WE KNOW

### Domestic Abuse

Domestic abuse is defined by the Home Office as a pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of

gender or sexuality. This can encompass, but is not limited to, psychological, physical, sexual, financial and emotional abuse. In extreme cases this includes murder.

Controlling behaviour is a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive behavior is an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.

MOPAC MPS data – in the year to September 2017, there were over 144,000 domestic abuse incidents in London, of which 76,000 were notifiable offences. Domestic abuse represents 1 in 10 of every recorded crime in London. The number of domestic abuse incidents has been steadily increasing year on year.

Within this strategy we want to take action against the 10 strands of Violence Against Women and Girls

and follow the key areas of ‘A Safer City for Women and Girls, The London Tackling Violence Against Women And Girls Strategy 2018-2021’ which is the Mayor of London revised strategy [www.london.gov.uk/mopac-publications/mayors-violence-against-women-and-girls-strategy-2018-2021](http://www.london.gov.uk/mopac-publications/mayors-violence-against-women-and-girls-strategy-2018-2021).

We employ a gender-informed approach, recognising that, although both men and women can be victims, women and girls are more likely to be the victims of domestic and sexual abuse.

### Violence Against Women and Girls

The UN defines violence against women as “any act of gender-based violence that is directed at a woman because she is a woman or acts of violence which are suffered disproportionately by women.” This includes physical, sexual and psychological/emotional violence, economic abuse and sexual exploitation. Fewer than 1 in 4 people who suffer abuse at the hands of their partner, and only around 1 in 10 women who experience serious sexual assault, report to the police. More than 30% of women will experience domestic abuse in their life time, often with years of emotional abuse. Although the offenses outlined can

be committed against both women and men, the majority of victims are women.

### Sexual Violence (including rape) and Sexual Harassment

**Sexual violence is defined as; any unwanted sexual act or activity, including but not restricted to: rape, sexual assault, unwanted sexual comments or advances, sexual harassment, forced marriage, honour-based violence, trafficking, female genital mutilation, sexual exploitation, and ritual abuse, by any person regardless of their relationship to the victim, in any setting.**

Brent is high in relation to low convictions rates as London accounts for 15% of all recorded sexual offences across England and Wales. However the reporting rate is low, as many victims still do not feel confident to report. Crown Protection Service (CPS) data for sexual offences shows that in 2015/16 there were 1,920 prosecutions for sex offences in London. Convictions occurred in 73% of these cases compared to the national rate of 78%. There is a close relationship between domestic abuse and sexual violence. Total numbers of sexual violence

crimes that are flagged as domestic violence cases by the MPS were;

In 2015: 2,078 of a total of 15,816 sexual offences reported (13%)

In 2014: 1,798 of a total of 14,011 sexual offences reported (13%)

London Sexual Violence Needs Assessment 2016

As a result we have incorporated support for victims of sexual violence into our commissioned Domestic Abuse offer of support to victims and through our voluntary and community sector services. Brent also works closely with: the Rape Crisis Centre West; a Pan London Domestic service; Victim Support who support victims and witnesses; and Havens, specialist centres in London for people who have been raped or sexually assaulted.

[www.london.gov.uk/mopac-publications/london-sexual-violence-needs-assessment-2016](http://www.london.gov.uk/mopac-publications/london-sexual-violence-needs-assessment-2016)

### Stalking

**Recognised as repeated (that is on at least two occasions) harassment causing fear, alarm or distress. It can include threatening phone calls,**

**texts or letters, damaging property, spying on and following the victim.**

The year ending March 2016 Crime Survey for England and Wales (CSEW) showed that, nationally, 21% women and 10% men experienced stalking. We still believe this to be grossly underestimated.

- 75% of domestic violence stalkers will turn up at the workplace.

- Statistics show that the majority of victims (80.4%) are female while the majority of perpetrators (70.5%) are male. (National Stalking Helpline, 2011).

- The Metropolitan Police Service found that 40% of the victims of domestic homicides had also been stalked (ACPO Homicide Working Group, 2003). <https://paladinservice.co.uk/key-facts-and-figures/>

### Child Sexual Exploitation (CSE)

‘A form of child sexual abuse, where an individual or group coerces, deceives or manipulates a child or young person... under 18 into sexual activity.’<sup>1</sup> Further details outlined within the section Vulnerability and Safeguarding.

<sup>1</sup> Mayor of London, A Safer City for Women and Girls, The London Tackling Violence Against Women And Girls Strategy 2018-2021 (2018)

### Prostitution and or trafficking

Prostitution is the exchange of sex for money, some vulnerable people are forced, coerced or deceived to enter into prostitution and/or to be kept there. Harlesden high street is an identified area of high 'on street' prostitution. We have a predominately British cohort of on street sex workers with approximately 10 whom are identified as entrenched in this lifestyle. Many sex workers face multiple vulnerabilities including substance misuse and mental health problems. We offer support and do not pursue a course of criminalisation. There is further work being undertaken to identify and support women and men engaged in 'off street' sex work, and enforcement activity by our Police Tasking Team (PTT- see ASB section page 51 for full details) against illegal Brothels. Prostitution remains a high concern for us and is a key priority within Domestic Abuse and VAWG.

### Sexual exploitation (incl. trafficking and prostitution)

**Involves exploitative situations, contexts and relationships where someone receives**

### 'something' (e.g. food, drugs, alcohol, cigarettes, affection, protection money) as a result of them performing, and/or another or others performing on them, sexual activities.

A form of trafficking involves the recruitment, transportation and exploitation of people for the purposes of prostitution and domestic servitude across international borders and within countries (internal trafficking). Trafficking remains an area of focus, with the diverse mix of community, ethnic and some vulnerable groups within Brent, we are always actively seeking out where people have been exploited. Our local safeguarding policies and action plans contribute towards supporting victims of modern slavery.

### Harmful Practices Female Genital Mutilation (FGM)

Female Genital Mutilation involves the complete or partial removal or alteration of external genitalia for non-medical reasons. It is mostly carried out on young girls at some time between infancy and the age of 15. Unlike male circumcision, which is legal in many countries, it is now illegal across

much of the globe, and its extensive harmful health consequences are widely recognised. In 2016/17, NHS England identified Brent as having one of the highest rates of FGM in London (being in the top 3 of London boroughs), accounting for 28% of all new London FGM cases.

### Forced marriage

Forced marriage is a marriage conducted without valid consent of one or both parties, where duress is a factor.

### Honour-based violence

Violence committed to protect or defend the 'honour' of a family and/or community.

### Faith-Based Abuse

Child abuse linked to faith or belief. This includes a belief in concepts of witchcraft and spirit possession, demons or the devil, the evil eye or djinns and dakini acting through children or leading them astray.

The Mayor's office strategy [www.london.gov.uk/mopac-publications/mayors-violence-against-](http://www.london.gov.uk/mopac-publications/mayors-violence-against-)

women-and-girls-strategy-2018-2021 also highlights Misogyny (an attitude of contempt and prejudice against women) and tackling Misogynistic beliefs through encouraging positive attitudes towards women.

### Coercive Control

This is identified as an abusive behaviour, which consists of extreme psychological and emotional abuse used to control a partner.

### Image-based sexual offending

Offences against women and girls which include illicitly taking photographs, sharing private images of a partner or ex-partner without their consent or knowledge and unwanted sending of sexually explicit digital messages, images, videos, livestreams or emails. 'In the year to March 2017 there were over 360 victims of so called revenge porn in London' almost a third are between the ages of 19-24.

### Domestic Homicide Reviews (DHR)

Domestic Homicide Reviews became statutory on 13th April 2011. A Domestic Homicide Review (DHR)

is a review of the circumstances in which the death of a person aged 16 or over has, or appears to have, resulted from violence, abuse or neglect by:

(a) a person to whom he/she was related or with whom he/she was or had been in an intimate personal relationship, or

(b) a member of the same household as her/himself.

The Safer Brent Partnership has convened 5 DHRs since 2011, all 5 have now been published. We have a statutory obligation as a Community Safety Partnership to undertake and commission DHRs. All reports are reviewed independently by the Home Office and an expert panel before publication. See Community Safety website for published reports:

[www.brent.gov.uk/your-community/crime-and-community-safety/violence-against-women-and-girls/](http://www.brent.gov.uk/your-community/crime-and-community-safety/violence-against-women-and-girls/)

### OUR LOCAL NEEDS

Brent has the 5th highest number of reported domestic abuse (DA) crimes in comparison to the most similar London boroughs in the last 12 months. In the

year up to September 2017 there were over 144,000 incidents, of which 76,000 were notifiable offenses. Domestic abuse, violence with injury, equates to 31% of all notifiable domestic abuse offenses.

Within the borough there is also an increase in recorded Sexual Offences in the 12 month period up to September 2017 with over 1,600 more offenses than the previous year.

Rape offenses have also increased by 19% compared to the same period; cited [www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-statistics/crime%20domestic-and-sexual](http://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-statistics/crime%20domestic-and-sexual)

The Mayor of London, a Safer City for Women and Girls (2018-2021) highlights some of the characteristics of victims, including: Low Income; Immigration status; Separation; Pregnancy; Mental Health issues; Drug and Alcohol issues; Learning difficulties; and homelessness. As a borough we also need to ensure we take an intersectional approach when supporting victims of abuse in Brent, as they may experience multiple areas of oppression and marginalisation in society in addition to the abuse.

In the 12 month period up to March 2017,

the breakdown of Domestic Abuse (DA) victimisation equates to 76% of women and 24% of men within Brent. Within this same period 86% of sexual violence victims are women and 14% are men. Reflecting the increase in reports and increase in demand, the number of referrals to our MARAC (Multi Agency Risk Assessment Conference) has increased, highlighting that those victims of highest risk are coming forward for support.

Brent has the third highest number of violent domestic abuse crimes in comparison to the most similar London boroughs in the last 12 months. The number of domestic abuse crimes has increased by 7.50% from the previous 12 months, which is also reflected in high volume of cases discussed at MARAC. On average 22% of victims of DA are repeat victims, with an average of 2.2 incidents occurring. Repeat recording is welcomed, as it highlights the positive intervention the victim has previously received. The repeat victimisation rate for Brent MARAC has risen since 2014 when it was a very low 6%, to now between 17-24%. London average

### CASE STUDY

Service User SN - SN has a history of entrenched street sex working and drug abuse going back a number of years. She disclosed risky sexual practices, and presented as very thin and unhealthy, with low personal hygiene. SN has a history of sporadic engagement with services and lack of meaningful progress. In the last 3 months there has been a significant improvement in her presentation and circumstances, driven primarily by the advocacy work by Change Grow Live (CGL)- EXIT Sex Work and 1-1 support, resulting in her benefits being established and more importantly that she is receiving them. This has resulted in her being able to secure accommodation, which is often the first step to changing lifestyles. Working with this cohort is often about small steps that mean a lot. SN was withdrawn and barely communicated with us, but now she has opened up a bit and is slowly beginning to perhaps see a different future. CGL EXIT continue to be involved with partners to establish continued support and solutions for SN, the key for the first steps and making real recovery gains.

repeat rate is 20% however SafeLives best practice guidance state a repeat rate should be 28%-40%, which we aim to achieve. Further work is underway to increase reporting and helping victims/ survivors feel safe even where there are immigration concerns.

In 2016/17, the current service received a total of 2385 referrals. The core IDVA service received 658 referrals from a variety of sources. Of those who completed monitoring data, 66% of those that engaged with the IDVA Services were from black or other minority community. In 2016/17, the MARAC panel held monthly, heard over 450 high risk cases.

The Expanded Troubled Families programme which commenced in 2015 included Domestic Abuse as one of the 6 headline problem profiles in Brent. "Families affected by domestic violence and abuse" also recognising where intergenerational abuse may reside. In response to this, services to support the whole family approach are delivered inclusive of perpetrator prevention programmes, to ensure a wraparound programme of intervention and support can be offered.

### OUR AIMS AND STRATEGIC INTENTION

- Raising awareness, increased Prevention and Protection from Domestic Abuse and Violence
- Supporting victims of these crimes and bringing the perpetrators to justice
- Harmful Practices including Female Genital Mutilation, raising awareness and strengthen pathways for support
- Exiting Sexual Exploitation (incl. Human Trafficking & Prostitution)
- To implement the 5 Ps (Prevention, Provision, Partnership, Protection and Participation):
  1. Prevention - To change attitudes and prevent violence. Increase prevention provision
  2. Provision - To assist victims to reduce risk and to move on, developing their lives
  3. Partnership - Working effectively together to challenge all forms of abuse, increased partnership with schools for earlier intervention
  4. Protection - To provide an effective criminal justice system and victim response

5. Participation - To pursue and assist perpetrators to reduce risk and to move on.

See Appendix 2 – over arching outcomes and Appendix 3 for Delivery action plans.

### DELIVERABLES IN BRENT – TAKING ACTION

Through the collection of data from voluntary sector groups and as part of an outcome based review, 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 has increased victim, practitioner awareness and is available to all as part of continual professional development.

### Domestic Abuse Support

Brent currently commissions the provider Advance (2017- 2020) to provide advocacy support services with co-location of IDVAs within Wembley Police station, across our Children and Young People services and within our MASH (Multi Agency Safeguarding Hub).

The council intends to retain the best practice process of screening all non-crime domestic abuse incidents,

as domestic abuse has increased over the past several years, as seen across London. Therefore this will help manage service demand and intervene earlier to advocate for support and intervention.

There is an extensive offer of training to partners and voluntary sector agencies. Advance will continue supporting at local events to aid the continuation of increased reporting as we no longer want Domestic Abuse to be hidden behind closed doors.

Brent now have a Children's Independent Domestic Violence Advocate (IDVA) co located within the Multi Agency Safeguarding Hub team within Brent. Currently the Children and Young People services have two Children's Independent Domestic Violence Advocate's and one Family worker co-located with their teams.

### The MARAC

A MARAC is a local meeting that is held every month where information is shared on the highest risk domestic abuse cases between representatives of local police, health, child protection, housing practitioners, Independent Domestic Violence Advisors (IDVAs), probation and other specialists from the statutory and voluntary sectors attend,

**Evidence of impact is reflected in the feelings of Victim/Survivor as a result of IDVA intervention**

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

ensuring a multi-agency approach.

In Brent MARAC is chaired by the Police and facilitated by Advance, who monitor and evaluate effective information sharing to enable appropriate actions to be taken forward.

Quarterly the MARAC steering group meet to ensure accountability on the part of participating agencies in the MARAC, to their representatives, one another and to victims, providing strategic governance to the MARAC in order to reduce repeat victimisation and reduce levels of harm posed to high risk victims of domestic abuse in Brent. There is a review of attendance to ensure designated safeguarding leads attend all MARAC.

**Transformation funding**

Through the Home Office Transformation fund 2017 - 2020 we have received funding for the addition of a; Three Tier Screening and Health Based IDVA programmes, this includes two additional Independent Domestic Violence Advocate (IDVA) posts:

A non-crimes Prevention IDVA – this redesign in delivery is a shift on focus from current IDVA

provisions across London, to help identify and support more victims of Domestic Abuse (DA) at an earlier stage and prevent them from becoming high risk. Through the three tier screening method the focus will be on all non-crime incidents not normally referred to IDVA services.

A specialist Health IDVA (based at Northwick Park Hospital) - victims of DA will be provided when they receive medical attention can also be given the opportunity to speak confidentially to an IDVA at the point of crisis. The hospital being a non-criminal justice setting may allow some victims to feel safer to disclose and receive IDVA care, allowing for earlier intervention at the time of crisis and ongoing support arrangements.

Perpetrator Work (Refer to Offenders and Perpetrators Section for further details)

There is no specific profile of a perpetrator, however there is a clear imbalance of power and or control over another person.

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.

Perpetrator programmes have been effective from historic studies, but target a low number of perpetrators. Brent has adopted a model (first London borough) July 2017, targeting a higher volume of perpetrators, to offer wider support, increasing chances for motivation to change and therefore reduced risk of their victim.

**Domestic Homicide Review**

Brent and our local Partners will continue to use

Domestic Homicide Reviews as an opportunity to improve local service delivery. Reviewing lessons learned, to pull together common themes such as risk management, information sharing and multi-agency working, to improve and where possible foresee and prevent future incidents. All published reviews can be found at; [www.brent.gov.uk/your-community/crime-and-community-safety/violence-against-women-and-girls/](http://www.brent.gov.uk/your-community/crime-and-community-safety/violence-against-women-and-girls/)

**Outcome Based Reviews (OBR)**

OBRs were established in January 2016 as a means of supporting delivery of Brent 2020 priorities. Corporately we have invested in undertaking a comprehensive review across 3 key areas including Domestic Abuse. Listening to partners, community members, survivors/ victims and all, to formulate some key actions to develop locally to support reducing Domestic abuse. The findings and implementation will be shared and incorporated within the action plan.



### Female Genital Mutilation

Notwithstanding the gravity of this abuse, there is core focus across the Health partnership to identify, report and safeguard. With such a culturally diverse community, we recognise that years of expectation and family practice must be stopped through teaching and raising awareness. Public Health and the Community Safety partnership will work with others to help better identify and report on this issue.

### Sexual Violence

The Brent Women and Girls Network (WGN) are based at the Asian Women's Resource center to provide the sexual violence services for victims of domestic and sexual violence, including men, boys and LGBT who live in Brent. The services provided include counselling, body therapy and Independent Sexual Violence Advocacy services. The National Domestic Violence Helpline is also delivered in partnership between Women's Aid and Refuge, and dedicated helplines for victims of sexual violence/abuse delivered by RASASC and WGN.

### Sexual Exploitation (incl. CSE, trafficking and prostitution)

MOPAC has commissioned – Safer London Foundation, to help young people at risk of CSE in Brent. Referrals are managed through multiagency meetings, where those at risk of Child Sexual Exploitation (CSE) are supported. CSE cases are being recognised at the daily integrated risk management (IRM) meeting, sharing any intelligence relating to risk, which allows for quick action planning and response.

(Reducing Vulnerabilities section on page 40 for full detail)

Brent Council is working together with professionals, community ambassadors and partnership groups regarding human trafficking, modern slavery and how everyone can work together to better identify, tackle and safeguard.

### Predictive Modelling

Further dataset and intelligence is been developed, to predict vulnerability based on risk factors. This tool will strengthen our local ability to identify earlier and provide balanced and appropriate interventions.

(See reducing vulnerabilities section for full detail)

### Prostitution and Sexual Exploitation

Change, Grow, Live (CGL) has been commissioned by Brent, to run the EXIT Sex Worker Project, for reduction in sex working to include off street prostitution also incorporating trafficked sex workers. This supports women engaged in street level prostitution to exit, providing supported interventions and structured treatments key locations to decrease the number of sex workers.

Outcomes: 55% - of the identified street sex workers have so far been taken into structured treatment programs.

Outcomes: 100% - Of the 2 individuals who exited successfully, both had ceased sex working.

### Local Police programmes

- Using IDVA Early Intervention Protocol to provide support and advice to our victim survivors at the earliest opportunity namely at the scene of the incident
- Increasing enforcement of ASB, CBO, Occupier orders to safeguard the victim survivor and provide a deterrent factor for the perpetrator

- Share information involving children with Dedicated Safeguarding Leads (DSL's) at all schools within the borough of Brent
- Increased Police Safer School officer provision within schools for enhanced Police support and advice in school settings
- Trial new initiatives to increase police access for out of hours advice and immediate victim / survivor IDVA support.

### Council Owned Police – Partnership 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 the PTT programme for the year. The last two quarters to date saw an increase in activity of 6% and 10% respectively which has been largely due to active brothels being investigated.

### Housing needs

To make every contact count is a key local approach to ensure from the first customer contact, the right response and service is offered to meet the needs or where possible the right signposting to support to receive the correct service.

To achieve DAHA accreditation, this is done through the introduction of National Service Standards for housing providers and the accreditation process, where they examine key elements of service delivery, analysis and assessment of existing practices and implementation of an improvement plan. Further details can be found at; [www.dahalliance.org.uk/accreditation](http://www.dahalliance.org.uk/accreditation)

Brent Housing Management are aiming to achieve this accreditation to signify our commitment to support for victims of DA.

### Voluntary Sector Partnership

Brent works very closely with other voluntary sectors across the borough. Every quarter there is a Brent VAWG forum meeting, where all the statutory partners and the voluntary sectors meet.

This innovative partnership strengthens referral pathways across organisations and identifies trends and emerging need.

The Asian Women Resource Centre are a key partner, who are also a part of: The London VAWG Consortium, which is made up of 29 organisations working in partnership with all communities across London. Ascent is a project undertaken by the London Violence Against Women and Girls (VAWG) Consortium, delivering a range of services for survivors of domestic and sexual violence.



# Reducing the Impact of Gangs and/or Knives in our community

- Identifying those affected by gangs and or knives, encouraging exit through diversion or enforcement
- Prevention and awareness raising with young people at risk of carrying/using knives and/or joining gangs
- Disrupting and dismantling criminal networks
- Identifying, targeting and tackling violent crime linked to knives and or gangs
- Reducing Serious Youth Violence
- County Lines – increased understanding and response.

**Targeted Area interventions:**  
**Harlesden, Neasden, Church Road, South Kilburn, Wembley Central,**

## WHAT WE KNOW

Since 2008, knife crime has been defined as any offence that satisfies both of the following criteria:

- Is classified as an offence of homicide, attempted

murder, assault with intent to cause harm, assault with injury, threats to kill, sexual offences (including rape) and robbery

- Where a knife or sharp instrument has been used to injure, used as a threat, or the victim was convinced a knife was present during the offence.

### Knife possession offences have been defined as:

- Having an article with blade or point in a public place (including school)
- Threatening with a blade or sharply pointed article in a public place (including school)
- Possession of offensive weapon
- Using someone to look after an offensive weapon
- Threatening with an offensive weapon.

The Police identify a Habitual Knife Carrier as 'any individual that has come up at least twice as a suspect on the Police Crime Record Information System (CRIS) for Possession of an Offensive Weapon / Knife / Bladed Article or a Knife Injury excluding Domestic

Abuse offence in the last two years.

AND; At least one of the above offences is in the last 12 months unless this subject has been in prison for a period in the last 12 months.<sup>1</sup>

The Mayor's Office for Police And Crime (MOPAC) states that serious youth violence has been increasing steadily for the past three years. The number of knife crimes with injury committed against Londoners under the age of 25, is 1,782 offences in the year up to September 2017, which is at the highest level since 2012. As such the 'The London Knife Crime Strategy (June 2017)' was produced which further highlights the commitment and action being taken by the Mayor's Office and partners. The strategy was followed by a national anti-knife crime campaign 'London Needs You Alive' [www.london.gov.uk/press-releases/mayoral/mayor-launches-new-anti-knife-crime-movement](http://www.london.gov.uk/press-releases/mayoral/mayor-launches-new-anti-knife-crime-movement) which further highlights the impact of knife crime and the chance to make a better choice, by not carrying a knife. This campaign has more recently been followed by the Home Office with '#KnifeFree' [www.knifefree.co.uk](http://www.knifefree.co.uk)

<sup>1</sup> The London Knife Crime Strategy (June 2017)

There is no one clear definition of what constitutes a 'gang' the Met has produced a factsheet;

[https://safe.met.police.uk/gangs\\_and\\_violence/get\\_the\\_facts.html](https://safe.met.police.uk/gangs_and_violence/get_the_facts.html)

Which highlights some clear differences between 'gangs' and a 'criminal network'. Although many terms are used to reference a group such as; 'crew, man-dem, gyal-dem, team, boyz, group, squad....'. It must also be noted that the term 'gang' has many negative connotations amongst some community groups, particularly Black and Minority Ethnic (BAME).

MOPAC emphasises that Gang crime is not just about young people in street gangs, but includes serious organised crime committed by large and sophisticated networks, resulting in enormous harm to individuals and communities in a whole range of ways, such as drug trafficking, violence, weapon smuggling and child sexual and non-sexual exploitation.

The emerging issue of "County Lines" operated by organised crime networks are being disrupted by the police, with tactics to tackle the flow of drugs in and out of London, targeting the gangs that cross county lines and often exploit young and

vulnerable people. There is evidence to suggest Brent gangs have direct links between Child Sexual Exploitation and County Lines.

## OUR LOCAL NEEDS

### Gangs

Reducing Gang Offending remains a priority for the Safer Brent Partnership due to the high harm impact from these offences. Many London boroughs, including Brent, have identified increases in gang related offending including: firearm discharges; stabbings; and young people being exploited by gang nominals and organised crime groups.

Based on our local knowledge and information on the Metropolitan Police gangs matrix there are currently 22 gangs in Brent. There are estimated to be over 1,000 known individuals involved with gang criminality in Brent, whilst the current Metropolitan Police Gangs matrix for Brent has around 288 identified gang members. 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 those on the Matrix are 17 years old or under, compared to the London average of 20%.

### Knives

There has been a current rise in knife injury, with 87 victims (under 25 years old - non domestic abuse) over the last 12 months, which is an increase of 3 victims compared to the previous 12 months. There is an overrepresentation of 16 year old victims and 23 year old victims, suggesting that gangs / gang issues are evolving in Brent's youth population. This is an area of work which we aim to understand more.

We recognise the links between gang involvement and knife crime (if not directly, indirectly through drugs and open drug market links, ASB and hotspots of crime to known gang activity). However, incidents of knife related offences such as street robbery are also increasing. We also recognise that many young people who are otherwise uninvolved in gangs or other criminal activities carry knives for personal protection because they feel unsafe.

Below outlines the Long-term trends in knife/gun crime and homicide ending June 2017 across

London. The latest figures show that trends in knife/gun crime and homicide continue to accelerate in an upwards trajectory from 2015/16 but remain below previous peaks.

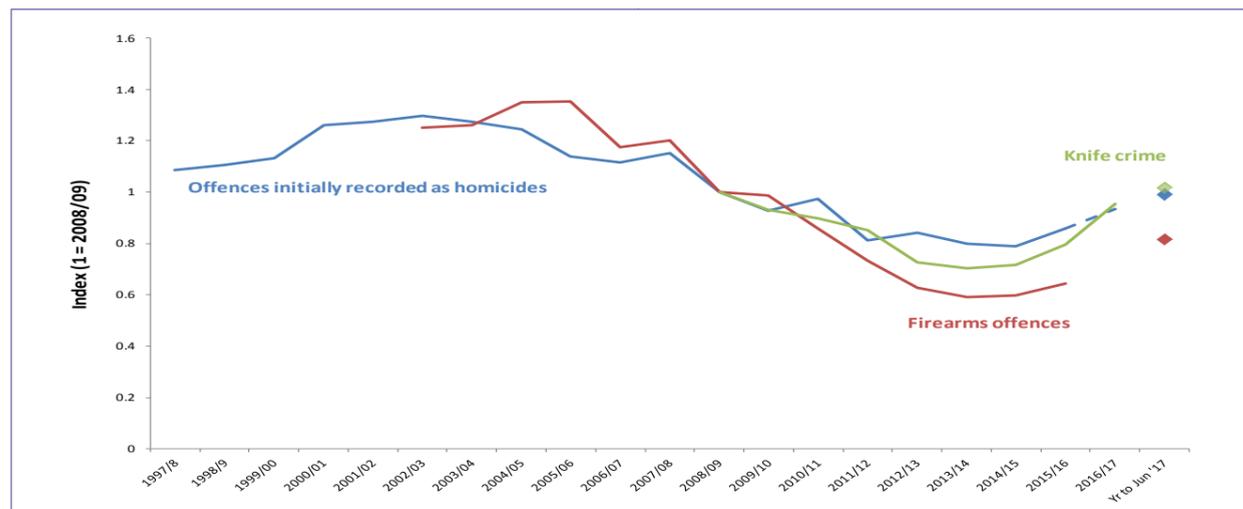
- Knife crime is up 26%
- Gun crime is up 27%
- Homicide is up 14%.

Whilst the majority of knife, gun crime and homicides are concentrated in urban areas, the increase is a national issue (tackling crime unit, Home office data).

The development of a serious violence strategy is planned for 2018 and its recommendations will influence local delivery.

**Perpetrators and offenders**

Evidence shows that these offenders typically lead chaotic lives and have complex needs, and are more likely to: have been exposed to crime and violence themselves, often from a young age; have also been victims themselves; have education and employment problems; have learning difficulties or lack basic literacy and numeracy skills; have had contact with



social services; be/have been a looked after child; and to have been excluded from school. 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.

Stabbing incidents have occurred across the borough, however there are five main hotspots (Wembley Central, Harlesden, Stonebridge, Willesden and

Kilburn) which are locations of high commuter traffic and footfall. We know that the majority of knife related injuries (excluding domestic abuse) involve male victims and male perpetrators. Proactive steps with partner agencies to support change and reduce re-offending are being delivered through the Offender Management Program (full details explained in the section 'Offender and Perpetrators). Habitual knife carriers are one of the offending cohorts managed

on the offender management programme and the Partnership Police Tasking team (co-funded by the Council and Police) also prioritise monitoring the hotspot areas mentioned above.

**OUR AIMS AND STRATEGIC INTENTIONS**

To ensure that Brent provides outcomes aligned to the MOPAC priorities, the Safer Brent Partnership has prioritised reducing knife related offending and gang related offending (overarching outcomes - Appendix 2), supported by our Strategic Assessment (Appendix 1) and delivery Action Plan. Furthermore, the Offender Management Programme will offer a bespoke support package that will encourage offenders into positive outcomes to reduce levels of reoffending and increase outcomes relating to the nine pathways of reoffending.

**The overall aims will be reviewed in the action plan (Appendix 3) and our overarching outcomes (Appendix 2);**

- We aim to use intelligence in Identifying those affected by gangs and / or knives and encouraging exit through diversion or enforcement

**CASE STUDY**

When client A (aged 16) was stabbed and referred to social services from the London Ambulance Service and the Police, they would not divulge much information to the ambulance attendant or the police. Client A sustained a one inch laceration to the buttock area.

It was shared to the social worker that Client A had historical gang incidents, however, these incidents had not been reported to the police. There was a request to move family outside of Brent due to the risks from gangs in the area. The allocated workers worked jointly with the Brent Housing department to support the family with this option.

A complex gangs strategy meeting facilitated information sharing with relevant professionals in order to consider risks and agree safeguarding measures and develop an action plan. Due to the serious concerns

held, the case was presented at an Initial Child Protection Conference. Client A was made the subject of a child protection (CP) plan with siblings made subject to a Child In Need Plan.

Client A has now been attending school regularly since his re-integration meeting. He is reported by the school to be doing well. Client A reports that he enjoys school and feels safe there.

The challenge faced was in supporting the family via a CP plan when they clearly did not agree with it, as they state that Client A is not being abused by his family but the threat lies outside the home; in the community.

The social work team are implementing the child protection plan with the young person and his family. This includes working within a multidisciplinary team comprised of the gangs unit for advice and support, education, and the housing department.

**Our aims will include:**

Reducing Knives	Reducing Gangs
Identify, offer support and mentoring to nominals who carry knives, people at risk of using a knife or knife related offending, with the aim to provide better outcomes and stop carrying knives.	Identify, offer support and mentoring to nominals who are involved with gangs/ gang members and people at risk or gang offending, with aim to provide better outcomes and exit gang lifestyle.
The Intervention Programmes will work alongside the Offender Management Programme and key partners such as Youth Offending Team, Social Care, National Probation Service and the CRCs, Education, Drug and Alcohol services, housing and police, to support those involved in criminality and the associated risks linked with carrying knives	The Gang Intervention Programme will work alongside the Offender Management Programme and key partners such as Youth Offending Team, Social Care, National Probation Service and the CRCs, Education, Drug and Alcohol services, housing and police, to support those involved in gangs and criminality
We aim to reduce reoffending, serious youth violence, knife related injuries in under 25 year olds and ultimately improve life chances and choices by addressing the main needs of individuals identified through continual analysis, whilst in prison and in the community.	We aim to reduce reoffending, serious youth violence and ultimately exit gang life by addressing the main needs of individuals identified through continual analysis, whilst in prison and in the community.
Through a partnership approach we aim to target up to 200 prolific offenders, (consisting habitual knife carriers), that cause the most risk to Brent residents, and themselves.	Through a partnership approach we aim to target up to 200 prolific offenders, (consisting of gang nominals, and others), that cause the most risk to Brent residents, and themselves.
Working closely with the police and Youth Offending services to regularly monitor and/or review specific young people who have committed knife related offences including providing appropriate interventions and or enforcement	To develop a comprehensive understanding of the impact of county lines, the cohort at risk, designing effective safeguards, response and action in line with the Pan London county lines Project which Brent are leading on with Lewisham.
To offer a unique localised approach to tackling entrenched behaviours of knife carrying in hot spot locations including schools and adopting national good practice in a localised approach.	To offer a unique localised approach to tackling entrenched behaviours and serious organised crimes linked to gangs in hot spot locations
We aim to design a communication campaign and raise awareness of the impact of knives, aligned to national promotions such as #KnifeFree and 'London Needs You Alive'.	We aim to design a communication campaign and raise awareness of the impact of Gangs and serious youth violence.
To ensure that those most vulnerable to exploitation and victims are safeguarded as we aim to reduce violence and vulnerability.	
Working in partnership with neighbouring boroughs to focus on serious youth violence and cross boarder offenders and victims.	
To develop and pilot Health related initiatives which will support a reduction in knife crime and related issues, aligned to the public health outcomes.	

- Coordinated prevention and awareness raising with young people at risk of carrying/using knives and/or joining gangs
- Continued investment in disrupting and dismantling criminal networks
- Taking a neighbourhood approach to identifying, targeting and tackling violent crime linked to knives and gangs
- Working closely with partners to reduce serious youth violence including knife related violence

- Further increased understanding and response to county lines, to challenge and safeguard.  
**Targeted areas: Harlesden, Neasden, Church Road, South Kilburn, Wembley Central and Stonebridge**

We will further continue to assess and analyse current geographical locations of offending / reporting/ trends and the relationship with known gang members and emerging young associates. Developing local predictive modelling (see reducing vulnerabilities section) tools to identify young people at risk using a predictive score.

Police operations continue to take enforcement action on ongoing gang activity, with Dedicated Ward Officers having a continued focus on any gang hotspot areas and targeted intelligence gathering to aid enforcement. Police operation Hope, has delivered a targeted response to criminality in Harlesden through methods of catch and convict those causing harm and undertaking illegal activity in the community. Other partners also feed into the wider intelligence gathering exercise including the Police Partnership Tasking Team (PTT) for enforced policing actions and whose prioritises are shared with the

Safer Brent Partnership for a targeted whole systems approach to combatting crime for a Safer Brent. There will also be a joint contribution to our local knife crime tracker.

**DELIVERABLES IN BRENT – TAKING ACTION**

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 so as to take responsibility for their actions. This programme works with those involved in gangs to exit gang lifestyle, knife carrying and to provide early intervention to people identified as being on the periphery of gang offending. The programme provides targeted support to assist those involved to achieve positive outcomes linked to the service users' specific needs. Two mentors have been commissioned, each mentor engages and supports identified people involved in gangs that cause the most harm and risk in the borough. They support them to significantly reduce their involvement in gangs and achieve positive outcomes

As part of the gang intervention programme with



**NO KNIFE**

St Giles Trust, educational programs will be offered to all Primary, Secondary and Pupil Referral Unit (PRU) within Brent to provide early intervention and prevention to Brent's young people and increase awareness around the consequences of joining a gang. The educational programmes will cover 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.

Community Safety secured funding for a specialist focused Young People's Gangs worker co-located within Youth offending. The Gangs worker will continue to link in with the wider gangs provision, sharing intelligence and collaborating.

Gang awareness training is being provided for professionals who work with gang affected people and/or families, to build awareness around the issues and how to best support those involved. This is being delivered by St Giles Trust throughout 2017-2019.

Communication - there will be a development of hard hitting honest campaigns and communication

of the effect of knife crime. Taking a new perspective to raise awareness of the real impact on young people, their friends and family.

The Mentoring, Sports and well-being programme from Air Network provides support to those offenders on the Offender Management Programme in the following ways:

- Having access to the main London prisons to be able to provide support to cohort offenders prior to release
- Meeting the targeted cohort at the prison gate when released and escort to release appointments
- Providing flexible working hours to meet the needs of the clients
- Providing assistance with appointments if needed i.e. escort to probation appointments etc
- Providing 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.

The Mentoring, Sports and Well-being programme includes a pre-release prison programme and an extensive community based mentoring activity and personal development programme for the selection of offenders on the Offender Management Programme.

#### Community Assurance Operations

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, Children and Young People department.

The Youth Gangs Worker, engages 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, also where available, obtain formally accredited achievements.

**The worker takes referrals for young people who are involved or at risk of Gangs. This post is funded through MOPAC. The worker also provides one to one support for young people. The interventions on offer cover;**

- Victim awareness
- Joint enterprise
- Knife crime
- Consequences of the index offence / arrest
- Consequences of crime more generally
- Gangs lifestyle – strategies to avoid been drawn

into gangs

- County lines and drug dealing
- Home visits
- Goals and aspirations setting
- Supporting young people to develop positive interests – in sports/ music/ hobbies.

Knife Crime Programme - The programme looks at carrying weapons and the effects that this has on those who carry weapons and others. The programme covers various topics that include attitudes to carrying knives, the law, social implications of knife crime, victim awareness, conflict management and health. Young people are encouraged to address their attitudes towards the offence committed and develop skills that would allow them to understand the consequences of this type of behaviour and how it impacts upon victims and the wider society.

The programme includes a session with a victim's mother who attends to talk about her experiences, a session with the police

officer about the law and the issues from stop and search. The young people's parents are invited



in on the last session to discuss their children's learning.

#### Bespoke training

A revised training offer will also be delivered to provide a local in-depth picture of gang and knife crime in the borough. It will draw attention to; key groups, their affiliation, local hot spots, county lines links and other issues of concern, the impact on the community and access to support. To enable practitioners and partners to offer effective support and share any concerns they have.

#### Outcome Based Review (OBR) Outcomes

The OBR approach involves using design-led methods to discover new perspectives on local challenges, through engaging a diverse stakeholder group in turning insights into ideas. Thus generating key principles and a broader vision for success in each of the topic areas. The work was based around four phases – discover, define, develop, deliver. Community research is a major part of the approach. This involved meeting Brent residents including people involved with gangs and serious youth

violence and professionals through focus groups, interviews and conferences. Approaches will be modelled in 2018 as part of a pilot program.

#### More Prevention – Graduate Research and Initiative Implementation

We will undertake further research to understand the local implication and learning from the OBRs in relation to knife crime in our community. Through the use of internal resources and partnerships we aim to gather further insight into the options available to tackle knife crime, from both a policy and operational level. Further areas to research and consider the local application will also include educational support, Public Health input and the health economy, Magistrates and sentencing, new initiatives e.g. Medics against violence and the Cure Violence approach. We will then look into adopting any best practice we find and implement new initiatives where possible.

#### Health Economy

Implementing outreach substance misuse provision

to support those in public spaces and to engage in local services, with the use of custody drugs workers to engage with drug users arrested for possession. There will be referral to the clinical service and divert from involvement in problematic substance misuse behaviour and related high harm crime and anti-social behaviour.

Locally we are undertaking and facilitating ongoing discussions with Public Health, the Clinical Commissioning Group (CCG), The Health and Wellbeing Board regarding initiatives and an increase in provision to help prevent violence and further knife crime. It is recognised that knife crime is linked to wider health factors.

Community Protection and the partnership will seek to source additional funding and engage community members and partners.

#### Young Brent Foundation

Is a consortium of small independent voluntary sector services and groups which work collectively together to seek improvement and achieve local outcomes. We are supporting future funding bids and working together to maximise

opportunities for Brent Children and families through the foundation.

#### Licensing powers

A timetable of activity will include the implementation of test purchasing exercises where areas and shops have been identified as potential locations where young people can purchase knives or bladed articles. Our license team and licensing police officers will take necessary action with the licensee to prevent future sales.

#### County lines and Exploitation

Addressing the link between; open drug markets, gangs, organised crime, wider criminal networks, causing harm and impact on our community and vulnerable young people. We will be fully utilising the 'Out There – Response and Rescue' program of interventions on offer to prevent county lines, when available as part of the MOPAC pan London delivery, to further deter and protect young people from this form of exploitation and criminality.



# Reducing Reoffending

- Reducing reoffending and engaging offenders
- Managing the needs of the most prolific offenders to reduce offending
- Supporting the Youth Offending Team and the Troubled Families programme through direct delivery
- Identifying routes to positive progression

**Areas of Targeted intervention; Harlesden, Wembley Central, Kilburn, Stonebridge, Neasden**

## WHAT WE KNOW

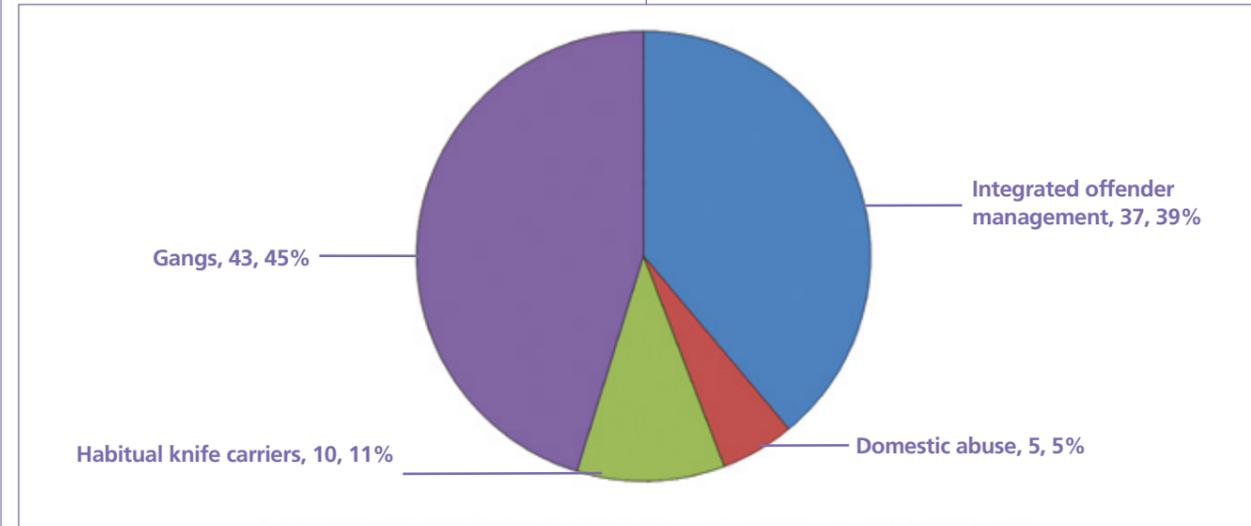
Previous evidence has shown that a well-run Offender Management Programme that targets and supports repeat offenders can have a positive impact on the rehabilitation of prolific offenders and the communities they affect. Prolific offenders cause harm to communities, individuals and cost London taxpayers 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. For prolific

offenders, breaking the continued cycle of re-offending can be attributed to many other factors, primarily housing, substance misuse and Entry To Employment, as these remain key issues when providing support.

## OUR LOCAL NEED

The below pie chart shows the current Offender Management Programme cohort breakdown.

In line with the reducing gang offending priority; gang related offenders now make up nearly 50% of the cohort with a further 11% from Habitual Knife Carriers. The programme also now works with domestic abuse offenders and the previous cohort whose offences who are generally related to volume, serious acquisitive crimes (such as burglary and motor vehicle crime). The overall cohort is 98% male and has an average age of 25 years old.



Evidence from Brent's strategic needs assessment 2015-2016 highlighted that the Integrated Offender Management (IOM) model was really successful and for the year 2015-2016 reduced total reoffending for Brent's most prolific offenders by 40%. Gang members and domestic abuse perpetrators on the cohort also both specifically saw a 39% reduction in offending. Although we evidenced great success, the previous IOM model was restrictive and over 40% of the cohorts main crime type was burglary, which identified a gap as Gangs and Domestic abuse had only made up 9% of the cohort combined.

Following a review of Brent's IOM programme, we felt the cohort needed to be more reflective of the current borough's escalating need and priorities to ensure that the resources and success of the model were better targeted. The current multi-agency wider Offender Management Programme was developed April 2017 and has since been recognised across London as a best practice model.

Now our Offender Management Programme also includes specific target support for Domestic Abuse perpetrators delivered by Domestic Violence Intervention Programme (DVIP) from 2017- 2019,

which provides clients with a support package and training program, focusing on their needs, to help divert them away from offending behaviour and patterns. It is recognised that only 1% of perpetrators of Domestic Abuse receive specialist intervention that might prevent future abusive behaviour. Therefore Brent has designed a widened stream of work to increase the volume of perpetrators receiving support and intervention to help motivate them for change and ultimately reduce the risk to the victim.

## OUR AIMS AND STRATEGIC INTENTIONS

The primary purpose of the Offender Management programme is to focus on those 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. This will form part of a wider Offender Management

cohort for support and intervention.

Through a partnership approach we aim to target up to 200 offenders, (consisting of gang nominals, knife carriers and prolific IOM offenders), that cause the most risk to Brent residents, and themselves and offer



a bespoke support package that will encourage them to reduce their reoffending and increase outcomes relating to the nine pathways of reoffending:

- Developing a local offender problem profile and a shared understanding of offender activity through the Annual strategic assessment which will support the delivery of the Offender Management Programme Forum (OMPF)
- Maximise the partnership's use of data from all agencies, to ensure a well-informed evidence and intelligence based partnership response to the offender types on the OMPF
- Improve management of risk, threat and harm to victims and those high risk offenders on the OMPF
- Improve outcomes relating to targeted interventions
- Developing understanding around Contextual Safeguarding and responding to young people's experiences of significant harm beyond their families
- Community Assurance Operations provided Council visibility in gang hotspot areas during peak offending periods, such as summer and

autumn, to gather intelligence and try and deter any offending behaviour. A spotter in the CCTV room was able to capture images of young people sighted with gang nominals, which were then shared with key partners to try and identify and offer any necessary interventions

- Joint tasking of the Partnership Tasking Team to include the Councils' priorities around Gangs and Child sexual exploitation, using intelligence from key meetings such as the Integrated Risk Management forum (IRM) and any intelligence through the Offender Management programme.

**Domestic Violence Intervention Programme (DVIP)**

- The programme is respect accredited and we aim to
- Reduce the incidence of repeat victimisation
- Reduce the risk of victims and children for perpetrators referred to the programme
- To protect victims of domestic abuse and hold perpetrators to account

- Support perpetrators to change their abusive behaviour, as an individual or within a family unit where appropriate
- Provide opportunities for men to end a cycle of perpetrating abuse and develop healthy, non-abusive relationships with future partners
- Increase engagement and motivation for change of perpetrators referred to the programme
- Deliver innovative services that are appropriate for Brent's diverse community
- Delivery outcomes for the program are outlined in further details and used for performance monitoring and evaluation.

**Consolidating these aims across the key priorities below to drive change:**

- Reducing reoffending and engaging offenders
- Managing the needs of the most prolific offenders to reduce offending
- Supporting the Youth Offending Team and the Troubled Families programme through direct delivery

- Identifying routes to positive progression.

**Our overarching outcomes are listed in Appendix 2**

**DELIVERABLES IN BRENT – TAKING ACTION**

Due to the broad range of offender types managed through the Offender Management programme, a variety of support interventions have been commissioned until 2019 to divert offenders from reoffending. A Mentoring, Sports and well-being service, offered by Air Network, a Gangs intervention Programme through St Giles Trust, as well as a Domestic Abuse perpetrator programme, provided by DVIP.

The Mentoring, Sports and well- being programme from Air Network will provide support to those offenders on the Offender Management. The Mentoring, Sports and Well-being programme includes a pre-release prison programme and an extensive community based mentoring, activity and personal development programme for the selection of offenders on the Offender Management Programme.

**Programmes that have followed a similar project model which we have built throughout 2016/2017 achieved great outcomes, including reducing reoffending of the targeted cohort by 34%, over achieving our baseline of 10%. Since April - September 2016, 30 ex-offenders who were on the programme achieved positive destinations in employment, training and education and housing. Therefore we hope to replicate this model and widen the scope we are targeting.**

**DVIP Perpetrator Programme**

Brent have introduced a national best practice model by looking at how we can do more and challenge the regional norms of 'working with offenders'. Partners are working closely to identify perpetrators of domestic abuse to offer support earlier to reduce repeat behaviour. Those accepted onto the scheme will have access to interventions that offers support to reduce their re-offending and tackle their behaviour.

As part of the DVIP intervention, we have two

co-located workers based within our Children and Young People's department allowing for better information sharing, increased referrals and to support with cases where children are in the home.

Whilst the focus is primarily on male perpetrators, DVIP also provide a support worker allocated to any victims linked to the male clients; ensure that the victim is receiving any necessary support. one of the key elements to the DVIP programme is the Respect accredited 26 week programme , Males who are not yet ready to attend the group programme can receive support from a prevention worker though the motivational change support pre programme, with the aim to get them ready to attend the group programme. DVIP offer a selection of interventions for clients referred to the service:

- Funded spaces on DVIP's borough-based, accredited male perpetrator group programme, including basic suitability assessment and ongoing feedback to referring agency where required
- Linked women's support services for partners of men on the programme

- 1-2-1 interventions with individuals unable to access the men’s group programme (e.g. those requiring language interpreter, or 16-17 year olds)
- Intensive motivational work with perpetrators who are not ready for the perpetrator programme, in collaboration with local agencies to assist in overcoming external obstacles to engagement
- Specialist domestic abuse consultations (face to face or by phone) with any Brent professional wishing to refer a perpetrator to the project or discuss any aspect of DVA within their caseload.

### CASE STUDY 1

Feedback from a Social Worker regarding a Perpetrator of Domestic abuse – who has completed the Perpetrator program with DVIP

“I am happy to confirm that DVIP’s intervention in this case helped to reduce the risk faced by the children and progressed the case to closure. The children were placed on a Child Protection plan following disclosures by mother indicating an entrenched history of domestic violence perpetrated by the father. During the initial visit, the children were observed to display behaviour indicative of witnessing and experiencing traumatic episodes of domestic assaults of their mother by father.

Following the intervention of DVIP worker (alongside Addaction), father’s behaviour seemed to change. Mother and the children reported no further incidents of domestic abuse. What I found encouraging was father’s insight

into the detrimental impact his behaviour had on his wife and children. During home visits mother reported an improvement in father’s interactions with her and the children and during discussions (using the signs of safety scaling model) increasingly rated a reduction in the likelihood of father committing further acts of domestic abuse. The decreased rating correlated with the sessions undertaken by DVIP, indicating that these sessions might have had a positive impact on father’s behaviour while at home.

As the allocated worker it is my professional opinion that father’s insight into the effects of domestic violence on the family as a whole was as a direct result of his engagement with the service.”

### CASE STUDY 2

Client A with previous offending linked to gangs, was referred to the offender management programme nearing their release from custody due to needing additional support when back in the community, around housing, benefits and Entry to Employment (ETE). The client had made some positive steps whilst in custody and the probation officer was worried that the progress made, could be impacted on when released back into their community also into their offending area.

On release, the client was met by the police and supported to attend their initial appointment where client was also introduced to Air Network who explained how they could help the client with their identified needs. It was fully explained to the client about the offender management programme and what they could expect from the partnership. The client agreed to engage and a support plan was designed, in collaboration with the client and probation officer.

- Air Network established regular contact with the client including 1-1 meetings
- assisted them with arranging appointments with the job centre, housing providers and our local ETE provider.
- The police also made home visits to ensure the client was ok, feeling safe, and if they needed any other support.

Throughout the client’s engagement with the programme, the client maintained all appointments with probation, and engaged productively in the sessions.

- Housing benefit claim was made, which allowed for the client to explore other housing options
- the client successfully passed the Construction skills certificate scheme (CSCS) training, increasing their job opportunities.

- the client successfully passed the Construction skills certificate scheme (CSCS) training, increasing their job opportunities.
- The client remains on the programme, even though they have successfully completed their probation order. They remain in contact with Air Network and now attend the gym, to start improvements to their physical health. They have moved to a new house, away from the previous area of offending, and are still being supported to find employment or training.

# Reducing Vulnerability and Increasing Safeguarding

- Supporting and protecting those most vulnerable in our community
- CSE – identifying those at risk and Safeguarding them
- Supporting victims of crime to reduce fear and increase safety
- Promoting the Prevention of Hate Crime
- PREVENT to safeguarding those most at risk of radicalisation and extremism.

**Targeted areas of Intervention; Willesden Green, Harlesden, Kilburn, Kensal Green, Stonebridge**

## WHAT WE KNOW

### Community MARAC

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. Analysis of Brent’s

“repeat vulnerable callers” has shown they present a considerable drain on resources in terms of repeated interventions, police and council call-outs and complaints from the wider community.

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.

### Hate Crime

A “Hate Crime” is any criminal offence where the victim or someone else believes the crime is targeted because of the victims race or ethnicity, religious beliefs, gender, gender identity, disability, age, sexual orientation or any other actual or perceived difference. “Hate incidents”, are incidents that do not constitute a crime but cause harassment, alarm or distress, and are directed at someone because of any actual or perceived aspect of their identity. The CMARAC addresses and supports those most vulnerable to Hate Crime, through a multi-agency response.

### This can include:

- Physical attacks - From pushing and shoving up to serious assaults
- Verbal Abuse – using derogatory or insulting words
- Threats, bullying and intimidation
- Damage to property – inclusion offensive graffiti
- Threatening or offensive mail , texts or emails
- Hate can also be directed at whole communities – for example vandalism of places of worship, or offensive graffiti in public places.

In 2015/16 across England and Wales there were 62,518 offences recorded by the police in which one or more hate crime strands were deemed to be a motivating factor. This was an increase of 19 per cent compared with the 52,465 hate crimes recorded in 2014/15. In Brent, over a 12 month period (up to August, 2017) there was a total of 779 hate incidents recorded involving 816 victims.

Type of hate crime	Total Number of incidents	Percentage of the total
Anti-Semitic Hate Crime Disability Hate Crime Faith hate crime Islamophobic Hate Crime Racist Hate Crime Sexual Orientation Hate Crime Transgender Hate Crime	779	99.98%

### Prevent and Extremism

The Counter Terrorism and Security Act places all specified authorities, including the council, schools, colleges and health providers, among others, under a duty to have ‘due regard’ to the need to prevent people from being drawn into terrorism – this is known as the Prevent duty. The Prevent duty means that the council and its statutory partners must work with the Home Office and law enforcement agencies to ensure that our residents are both informed of the current threat level, which is ‘severe’, and how to challenge the types of violent extremism which seek to harm the UK and disrupt community cohesion.

The Governments counter-terrorism strategy

is called CONTEST and it is divided up into four priority objectives:

- Pursue** – stop terrorist attacks
- Prepare** – where we cannot stop an attack, mitigate its impact
- Protect** – strengthen overall protection against terrorist attacks
- Prevent** – stop people becoming terrorists and supporting violent extremism.

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. There is no single driver of radicalisation, nor is there a single journey to becoming radicalised. The internet creates more opportunities to become radicalised, since it’s a worldwide 24/7 medium that allows you to find and meet people who share and will reinforce your opinions. Research tells us that the internet and face-to-face communications work in tandem, with online activity allowing a continuous dialogue to take place. Further details can be found within our Stronger Communities Strategy [www.brent.gov.uk/strongercommunities](http://www.brent.gov.uk/strongercommunities) which provides clear oversight of our commitment to anti-terrorism.

### Child Sexual Exploitation (CSE)

CSE is a form of child sexual abuse, ‘where an individual or group coerces, deceives or manipulates a child or young person... into sexual activity’.

Analysis across Brent has highlighted Child Sexual Exploitation (CSE) as a high-risk, high harm issue. There are close links across the Gangs and Violence against Women and Girls agendas. CSE has been a priority with Safer Brent Partnership as 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 embed developed pathways, to identify and refer victims of CSE, taking appropriate action in managing offenders (through MAPPA, OMPF, MASE panel tracking or other processes), working closely with our police partners, monitoring and responding to trends also working through our Domestic Abuse and VAWG strategy to raise awareness of sexual violence and change cultural acceptance. Brent will be implementing and embedding key contextual safeguarding approaches to further safeguard and prevent CSE. (<https://contextualsafeguarding.org.uk/about/what-is-contextual-safeguarding>, [www.signsofsafety.net/](http://www.signsofsafety.net/), [www.brentlscb.org.uk/article.php?id=539](http://www.brentlscb.org.uk/article.php?id=539))

**Predictive Modelling**

Protecting those most vulnerable also includes the role of safeguarding and early intervention. Brent Community Protection team and IT solutions

company 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 CSE and gang drug running.

The predictive model uses a range of data sources based on borough priorities and needs 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 proof of concept was based on around 12,000 children and illustrated evidence to suggest we can start identifying children at Risk of Criminal Exploitation and Offending well before the outcome occurred. We have a planned prototype in action to operationally pilot through a user friendly dashboard, to hopefully then show successful outcomes to gain further funding for full council roll-out.

The early identification of vulnerable young people provided by the model will not only aid earlier identification of vulnerabilities but also promote the use of earlier cost effective interventions and ensuring

better decisions are made. The model will introduce a quantifiable and objective risk assessment which can be managed across partner agencies.

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 identification for specific interventions.

Perpetrators - also targeted via Local Joint Action Groups, OMPF and ASB interventions. Refer to the Offender and Perpetrator section for more information.

**OUR LOCAL NEEDS**

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

**Vulnerability within our community is sometimes hidden, early identification and intervention can help to safeguard and reduce risk.**

Borough	Anti-Semitic	Disability	Faith	Islamophobia	Racist	Sexual orientation	Transgender
Brent	11	0	93	73	636	58	0

including Mental Health, Substance misuse, Repeat victim/perpetrator, Physical Disability, Forensic History, Vulnerable minority e.g. religious, political, cultural, Learning Disability, Sex worker and Homelessness.

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

Nearly 80% of all hate crimes are based on race, religion/faith or ethnicity.

There has been an increase in reported hate crime across all the strands, however under-reporting continues to be a problem.

Using the MOPAC dashboard (data available from the previous 12 months up to June 2017) of recorded data, we can develop a picture of hate crime in Brent. This data will include hate crimes reported/recorded during the EU referendum period.

Vulnerability within our community is sometimes hidden, early identification and intervention can help to safeguard and reduce risk.

**OUR AIMS AND STRATEGIC INTENTIONS**

Aims of Community MARAC and Hate Crime are to:

- Share information to increase the safety, health and wellbeing of vulnerable individuals, including adults and their children
- Determine the level of risk that is posed to the victim/ vulnerable individual and associated children, and whether there is any risk to the general public
- Construct and implement a risk/case management plan that provides professional support to all those at risk and that aims to reduce the future risk of harm
- Reduce repeat victimisation

- Improve agency accountability
- Improve support for staff involved in high risk cases
- Contribute to the development of best practice
- Identify policy issues arising from cases discussed within the Community MARAC and raise these through the appropriate channels.

The Community MARAC and Hate Crime Conference is designed to enhance existing arrangements.

**Aims of Prevent:**

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.

**Aims to tackle CSE:**

Tackling CSE remains a core focus of our Children and Young people service and is clearly evidenced within the Early Help strategy. The service aims to work collaboratively with current models such as the Signs of Safety approach and more recently the implementation locally of the contextual safeguarding model to work preventatively (especially in relation to peer on peer abuse) and in supporting vulnerable young people. Partnership operations are integrated into the CSE response models and participate in the Vulnerable Adolescent Panel to address overarching themes between CSE, Gangs and Missing issues.

For more information on the Vulnerable Adolescent Panel, please refer to the CSE strategy.

- To establish a Vulnerable Adolescent Analyst post to develop understand and intervene more effectively with our most vulnerable young people and lead on peer network mapping.
- Joint work with CYP, Police, Community Protection and Partners to develop a Brent approach to mapping peer networks and using this to target intervention and disruption activity.
- Exploring additional funding opportunities to provide increased support to children at risk of CSE.

**The most vulnerable adolescents in Brent are identified and have appropriate interventions in place in order to increase resilience and reduce risk.**

**Data analysis through the Vulnerable Adolescent Panel to track Young People and interventions to ensure appropriate interventions are in place including:**

- CSE 1:1 work with girls at risk
- Harmful Sexual Behaviour 1:1 work for boys

- Abianda ‘girls and gangs’ (group work)
- Air Network
- St Giles Trust
- Wider partners’ response.

**The consolidation of these aims are reflected in the overarching strategic priorities of:**

- Supporting and protecting those most vulnerable in our community
  - CSE – identifying those at risk and Safeguarding them
  - Supporting victims of crime to reduce fear and increase safety
  - Promoting the Prevention of Hate Crime
  - PREVENT to safeguarding those most at risk of radicalisation and extremism
- Our overarching outcomes are listed in Appendix 2 and supported through the action plan in Appendix 3, also aligned to the Brent Stronger Community Strategy.

**CASE STUDY**

SM is a 62 year old, Jewish, white British female, who lived alone in a Housing Association ground floor property. She has a medical diagnosis of methadone dependency, depression, anxiety and social phobia. She also has chronic psoriasis and arthritis affecting her hands and lower limbs which at times gives her pain. She is able to manage her daily living activities such as washing, dressing, and occasionally going out or even riding a bicycle, but her diagnoses and associated difficulties means she is frequently unable to keep appointments or deal with necessities such as filling in forms.

When visited the property was found in an appalling condition; Every room was cluttered, unclean and malodorous. The bathroom was out of use. All windows had been broken and covered with either hardboard or black polythene. There was substantial graffiti across the hardboard including a symbol of a Swastika. The outer and

inner doors had been kicked in and the locks broken. There was no electricity or hot water, and the boarded-up windows meant it was very dark. Others who regularly visited the property were using Class A drugs, which presented a fire risk from naked flames, and had a huge impact on neighbours and the wider community.

SM made 9 disclosures to different professionals that her property had been taken over and she was powerless to prevent entry. Housing and Adult Social Care appeared to focus on the state of the property with losing sight of the exploitation and vulnerability.

Police evidence positions SM as vulnerable woman, being exploited by X and Y, drug dealers who initially coerced and on occasion forced their way into her flat to use it as a base from where to chop crack cocaine for dealing. X and Y both have substantial histories of drug dealing and it is believed that they plied SM with crack cocaine in order to keep her quiet. SM is a heroin/crack cocaine addict.

The case was referred to the Community MARAC, where workers presented their knowledge of the victim, location and any offenders. The meeting drew key actions together to safeguard SM, including a successful crack house closure, access to drug rehabilitation, and moved into alternative accommodation with support. The perpetrators were displaced and as part of wider policing activity captured and convicted. The community MARAC was able to bring multiple concerns together to create a full picture of risk and harm, then plan multiple steps of action to safeguard.

**DELIVERABLES IN BRENT – TAKING ACTION**

**Community MARAC**

- 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 these within the Community MARAC and raised these through the appropriate channels.

**Prevent**

- Delivery of Channel - 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
- Coordination of Channel referrals, Prevent Projects and related training
- Prevent case management
- Maintaining our duty and requirements for Prevent
- Prevent Outreach as part of the Stronger Communities Strategy.



**Child Sexual Exploitation (CSE)**

- The 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
- MASE Panel and Vulnerable Adolescent Panel (VAP) – providing strategic oversight and partnership response
- All commissioned IDVAs and social workers have been trained by a specialist CSE worker to enhance their knowledge on CSE
- Utilising CCTV to support identify vulnerable, missing young people
- Utilising peer mapping models, intervention workers (harmful sexual behaviour and CSE) and developing contextual safeguarding approaches.

**Predictive model**

- Identified as part of the outcome based reviews to develop the model into the testing and pilot stage.



# Reducing Anti-Social Behaviour (ASB)

- Tackling harmful behaviour in our shared public spaces
- Addressing offenders of ASB
- Supporting to reduce the risk and harm caused by ASB
- CCTV use across vulnerable locations for an evidence based intervention
- Target hardening and strengthening Burglary hotspot locations
- Using tools and powers to remove Open drug
- Utilising Met Patrol Plus to support local enforcement and intervention.

**Area Targeted Intervention: Wembley Central, Harlesden, Stonebridge, Tokyngton, Kingsbury, Willesden**

### WHAT WE KNOW

The London Assembly Police and Crime Committee report (January 2018) describes Anti-Social Behaviour (ASB) as complex and highly emotive, which is a

widespread concern for many Londoners. It often has a devastating impact on quality of life, and incidents that appear minor can have a cumulative effect and lead to more serious criminal behaviour.

At its extreme, Anti-Social Behaviour has led to people taking their own lives or driven them to violence. Whilst it is clear that action must be taken against perpetrators, it is also essential that victims are protected and feel confident that they will be treated appropriately.

### Home Office Guidance

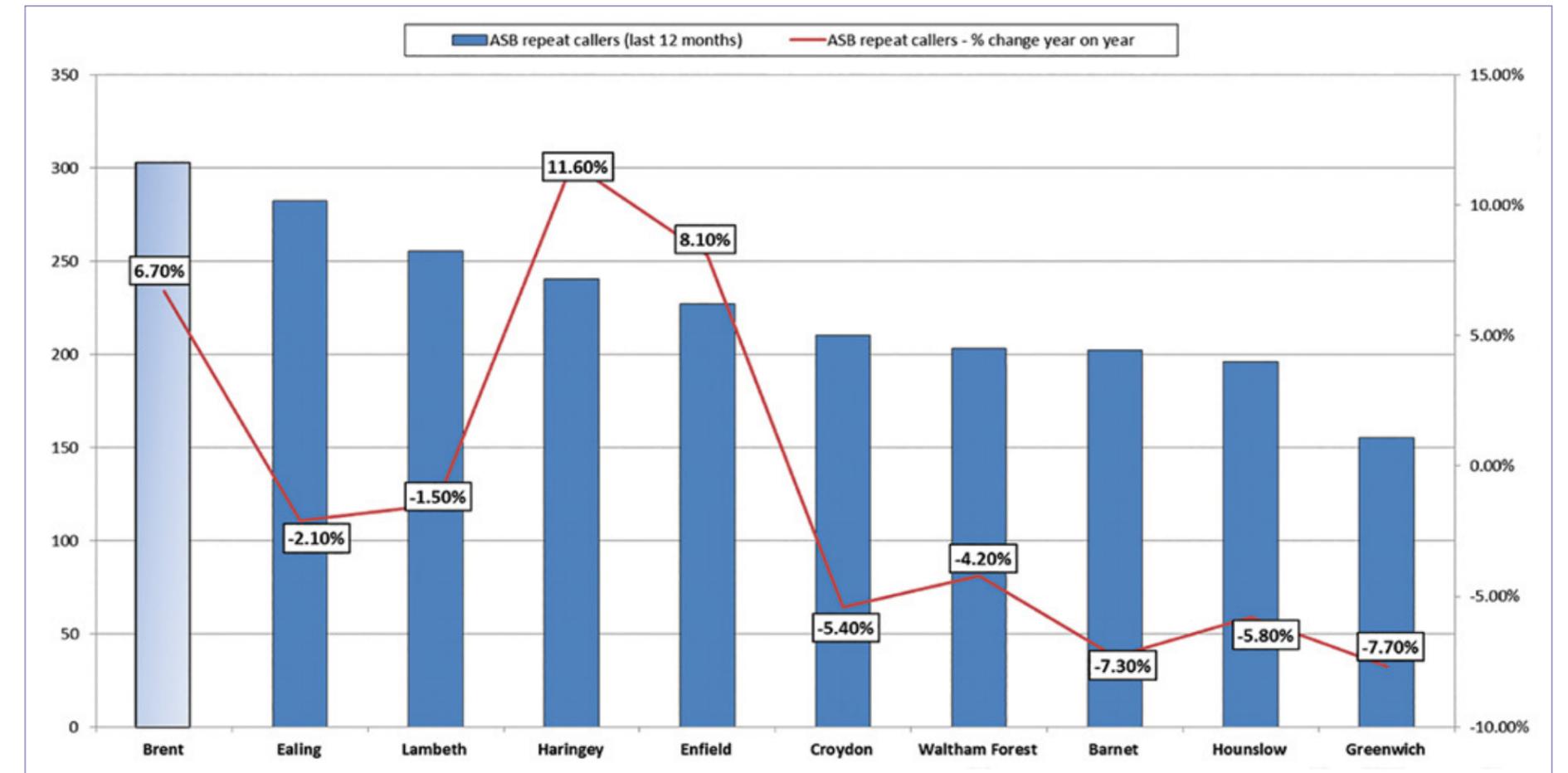
In December 2017 the Home Office updated guidance on use of the ASB tools and powers under the Act, ensuring that the powers are used appropriately to provide a proportionate response to the specific behaviour that is causing harm or nuisance without impacting adversely on behaviour that is neither unlawful nor anti-social. <https://www.gov.uk/government/news/new-guidance-on-the-use-of-the-anti-social-behaviour-crime-and-policing-act-2014>

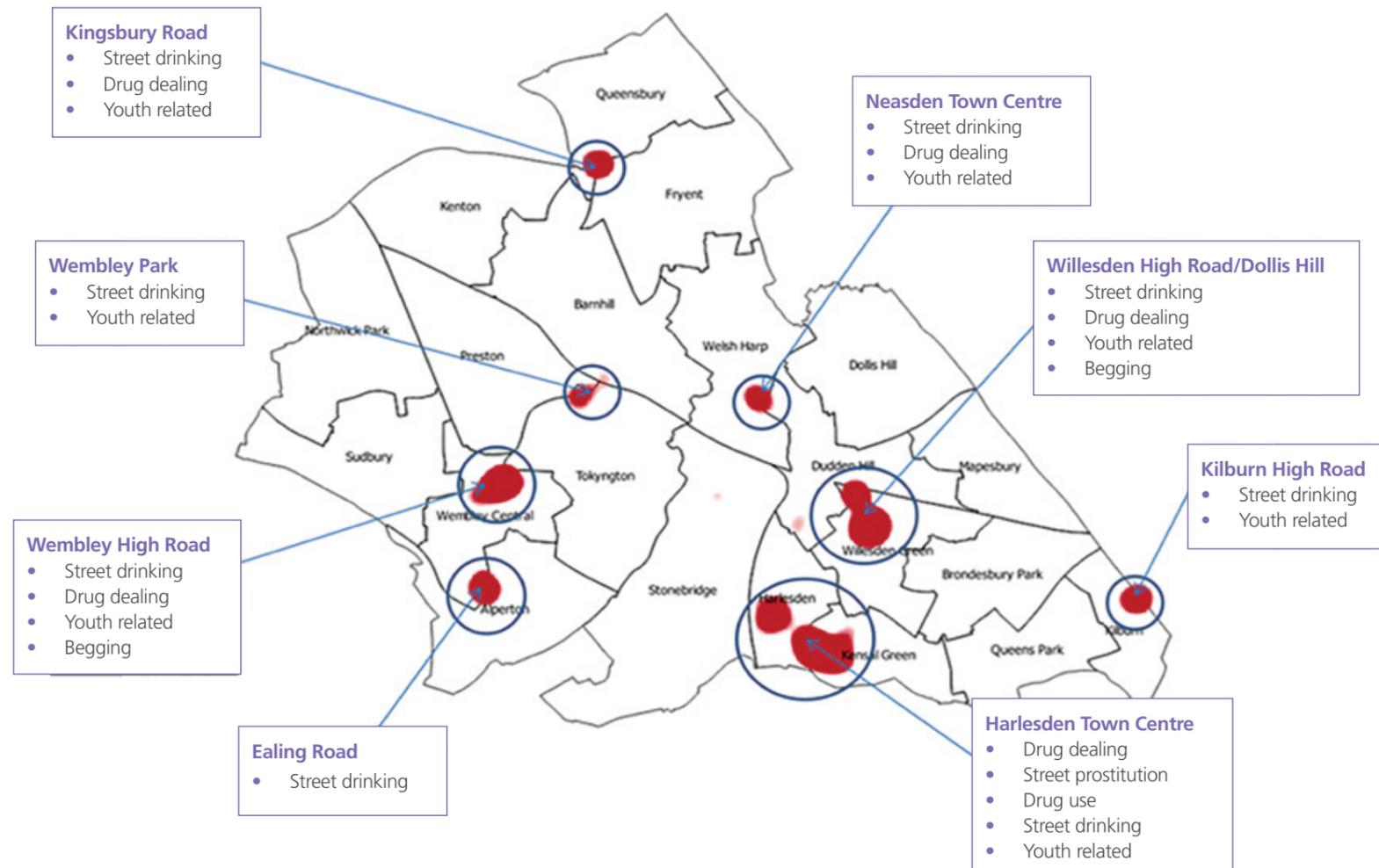
The Council entered into a S.92 Agreement with the Metropolitan Police Service to fund a council owned and tasked police team consisting of 12 Police officers to work solely on Safer Brent Partnership priorities. The team is known as the Partnership Tasking Team (PTT) and started with the Council April 2017.

### OUR LOCAL NEEDS

Brent ASB calls have reduced, however Brent has the highest number of ASB repeat callers, in comparison to the most similar London boroughs, in the last 12 months, increasing by 6%. Brent's ASB recorded data from December 2016 to December 2017 has shown the top three reported categories, to be open drug markets (often inter related with gang activity), rough sleeping and street drinking. Refer to Appendix 1 for full details in the Strategic Assessment.

A high proportion of repeat ASB callers were attributed to customers impacted by the cohort seeking casual labour work in the area. As a result a Public Spaces Protection Order (PSPO) was implemented in 2015 at Honeyport Lane to tackle nuisance attributed with demand for the causal





labour market. This was extended and varied for 3 years on 21 December 2017 up until 20 December 2020 to eliminate the root causes of the problem and work more closely with the main identifiable groups affected, who are the Roma community and they will be supported and signposted to the Works Right Centre, a registered charity specialising in supporting EU nationals in Brent. We will continually review and consider the impact on all marginal groups affected by the PSPO and ensure support is available.

From November 2017 to January 2018 there have only be 4 ASB calls to the police relating to nuisance attributed to HoneyPot Lane PSPO. The Cricklewood Broadway PSPO order implemented on 20 December 2015 was discontinued in December 2017 following effective policing to reduce the nuisance in the area substantially.

Continuing analysis of trends is paramount to stay on top of police and strategy tasking. There were approximately 1,159 calls to the Police which had an alcohol flag between 30/11/2015 and 29/11/2016. A further analysis using voluntary sector data and local intelligence indicated 5 areas within the 12 priority

areas as being most problematic. A PSPO pilot was conducted in April 2017 for 6 months in those priority areas and Brent implemented a Borough wide Public Spaces Protection Order to prohibit Street Drinking on 20 October 2017 up until 2020.

**Extra resource and targeted approach:**

**Police Partnership Tasking Team (PTT)**

The Partnership tasking team to date have recorded 794 incidents related to Anti-Social Behaviour (ASB) since joining the Council through council revenue funding in April 2017. Over the first four quarters to date ASB has attributed to on average 52% of the PTT activity which is consistent with the volume of work required in these hotspot areas and the ongoing enforcement of Public Spaces Protection Orders (PSPO). Quarter 3 also shows little or no PSPO enforcement as incidents of violent crime and robberies had increased in Brent, realigning PTT priorities to assist the borough policing tactics. In addition current analysis shows the demand for casual labour decreases in the winter months as the main identified cohort return to their country of origin. Over the next 3 years, the PTT will increase their

application of the tools and powers under the ASB Act, such as Closures and Criminal Behaviour Orders.

**As a result of proactive partnership response;**

- 23 individuals were identified as causing anti-social behaviour and drug dealing in the area.
- All individuals were warned by their landlords and the implications regarding their tenancy.
- 15 individuals issued with Community Protection Warnings.
- 9 individuals were issued with full Community Protection Notices for breach of the Community Protection Warnings.
- Over £600 Fixed Penalty Notices have been paid for breach of the Community Protection notices
- 1 individual was prosecuted in court for breach of the Fixed Penalty Notice.
- 1 Criminal Behaviour Order was obtained for the most prolific and persistent offender, who was convicted of drug dealing.

A review of calls after 8 months of LJAG tasking and partnership intervention, had shown a reduction to

### CASE STUDY

ASB in Chapter Road - Reports received from anonymous residents and the Willesden Ward Councillors in June 2016 regarding a group of at least 20 youths and young men (ranging from 15 to 20/30 years of age) loitering, making excessive noise, intimidating, smoking drugs, urinating, drinking, littering, drug dealing, daily outside Dollis Hill Tube Station between 7pm and 3am in the morning.

The case was referred to the Local Joint Action Group (LJAGS) Kilburn Cluster and diary logs were sent to all residents in the area to get details on times / frequency of activity to shape enforcement patrols. Police also implemented Dispersal Orders over the weekend to given them the legal requirement to stop individuals in the area and obtain their name and addresses. The Police Partnership Tasking Team were tasked to the area, daily over an 8 month period to identify the problems and deal with criminal behaviour.

The Anti-social Behaviour Team also worked with landlords through the LJAGs to issue tenancy warnings for individuals identified and schedule meetings with their families to highlight the risk of eviction. Change Grow and Live (CGL) were also tasked over an 8 month period to provide outreach in the area and offer treatment and support to those who suffered from substance misuse issues.

9 calls on average every month, a 55% reduction in calls. As a result of this case, a 5 stage Community Protection Notice process has been agreed with the police to escalate quicker to criminal behaviour orders for our persistent offenders involved in criminality. The area continues to be monitored as part of ongoing prevention work.

#### OUR AIMS AND STRATEGIC INTENTIONS

- We aim to continue with our intelligence IQed area based approach using analytical products and reports.
- There will be appropriate use of Anti-Social Behaviour tools and powers for ASB nominals identified and more emphasis on applying for Criminal Behaviour Orders for prolific perpetrators who are involved in the open drug markets.
- Continue to reduce anti-social behaviour repeat calls to the Police and Council.
- Continue to reduce the nuisance attributed with the Honeypot Lane Public Spaces Protection Order as we successfully achieved with the Cricklewood Public Spaces Protection Order which was

discontinued in December 2017.

- We will work closely with the Neighbourhood and Town Centre Managers in Regeneration and Environmental Services.
- We will work closely with neighbourhood watch schemes, resident and community groups in Brent to ensure communities are empowered to not only self-police their streets but are supported through localised crime alerts and the Community Trigger process.
- Going forward the PTT will increase their application of the tools and powers under the ASB Act.

#### Overarching outcomes are listed in Appendix 2

#### DELIVERABLES IN BRENT – TAKING ACTION

We will continue to deliver a customer facing service for all Anti-Social Behaviour related problems in all wards in Brent through the use of our coordinated LJAGs and multi-agency cross-service area based approach.

Closure Order	11
Community Trigger	28
CPN Warning	40
CPN Notice	14
FPNs – Breach of CPN	93
PSPO Warnings	133
FPNs – Breach of PSPO	23
PSPO – Implemented	9

**We will use a range of tools and powers under the ASB Crime and Policing Act 2014 which will be monitored at the Local Joint Action Group (LJAG). Including:**

- Closure Notices and Orders
- Criminal Behaviour Order (CBO)
- Public Spaces Protection Order (PSPO)
- Community Protection Notice (CPN)
- Civil Injunctions
- Absolute Grounds of Possession.

**Since the enactment of the ASB Crime and Policing Act 2014, there has been use of the new tools and powers to combat these local issues and to date have enforced by the Anti-Social Behaviour Team:**

There will be a robust policing plan to tackle street drinking, open drug markets and nuisance attributed with casual labour markets by concentrating enforcement in hot spot areas. Offender management will link into wider Offender Management programmes, as we see the link between on street drug dealing and gang related offending. Offender management for the PSPO areas will also be monitored through our LJAGs on a monthly basis and there will be an annual review of fixed penalty notices and legal prosecutions, including a reduction in demand to the Council year on year. PSPOs will also be reviewed year on year and varied or withdrawn if required.

We continue to evaluate particular trends in the Borough and our response to those problems on a year on year basis as crime and ASB trends to change and fluctuate our approach to assessing Victim, Offender and Location allows us to create a

dynamic and multi-directional approach to ASB. This will continue and develop as we better use of our predictive modelling.

**There are two main partnership approaches to tackling ASB in Brent:**

1. 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.

2. The other is the use of the Community MARACs – (see section reducing Vulnerabilities and increasing safeguarding)

Deployment of mobile CCTV cameras in hot spot area will be managed through the LJAGs and we will work closely with the CCTV unit, using fixed and mobile CCTV monitoring to identify offenders through continued analysis and assessment.

**Enforcement:**

The current PSPO orders are enforced by the Partnership Tasking Team and local Safer Neighbourhood Team, but there are plans in

place to develop a Council pool of enforcement from April 2018 through the Enforcement Practitioners Group which sits within Regeneration and Environmental Services.

The PTT have also supported ongoing enforcement activity for anti-social behaviour attributed with shisha bars leading to recent Closures under the ASB Legislation and brothel enforcement under the Sexual Offences Act with plans to sustain this level of enforcement in our priority areas

We plan to further strengthen links with the Neighbourhood and Town Centre Managers for more support and buy-in from residents and businesses, to tackle our priority areas holistically, moving to a community solution and resolution. This area based approach will be developed at the Councils Enforcement Practitioners Group where services such as Waste Enforcement, Private Housing, Nuisance Control,

Licensing, Trading Standards and Planning are represented.

We will also improve our area based approach via the PTT and enforcement pool of officers



providing neighborhood patrols to tackle street drinking, open drug markets and nuisance properties, prioritising more of our resources in Neasden Town Centre, Harlesden, Wembley, Willesden and Kingsbury for intensive partner enforcement operations. The operations will be programmed throughout the year with localised publicity campaigns to inform residents of action taken.

We are in active consultation with Park Services and resident groups to implement Public Spaces Protection Orders in Brent's Parks in 2018 and develop effective Council led enforcement strategies over the spring and summer months.

In the near future we hope greater integration of ASB services for an enhanced One Council response, through proposed merging of the council Core ASB team and Brent Housing Management ASB functions.



# Glossary

Abbreviation	
ASB	Anti-Social Behaviour
CCG	Clinical Commissioning Group
CCTV	Closed Circuit Television
CBO	Criminal Behaviour Order
CSP	Community Safety Partnership
CYP	Children and Young People Department
CPN	Community Protection Notice
DA	Domestic Abuse
DV	Domestic Violence
DVIP	Domestic Violence Intervention Project
EoC	Edge of Care
HKC	Habitual Knife Carrier

IDVA	Independent Domestic Violence Adviser
IRM	Integrated Risk Management
LSCB	Local Safeguarding Children's Board
LJAG	Local Joint Action Group
MASE	Multi Agency Sexual Exploitation
MET	Metropolitan Police
OMPF	Offender Management Programme Forum
PSPO	Public Space Protection Order
PTT	Partnership Tasking Team / Met Patrol Plus
SNT	Safer Neighbourhood Team
VAP	Vulnerable Adolescent Panel
VAWG	Violence Against Women and Girls

# Appendix 1

## Local Strategic assessment

### SAFER BRENT PARTNERSHIP PRIORITIES

#### Strategic Assessment Overview

The annual strategic assessment gives an overview of the current and long-term issues affecting or likely to affect the Safer Brent Partnership over the next 12 months. The strategic assessment provides the intelligence and evidence base to identify, understand and tackle priorities to improve community safety in Brent.

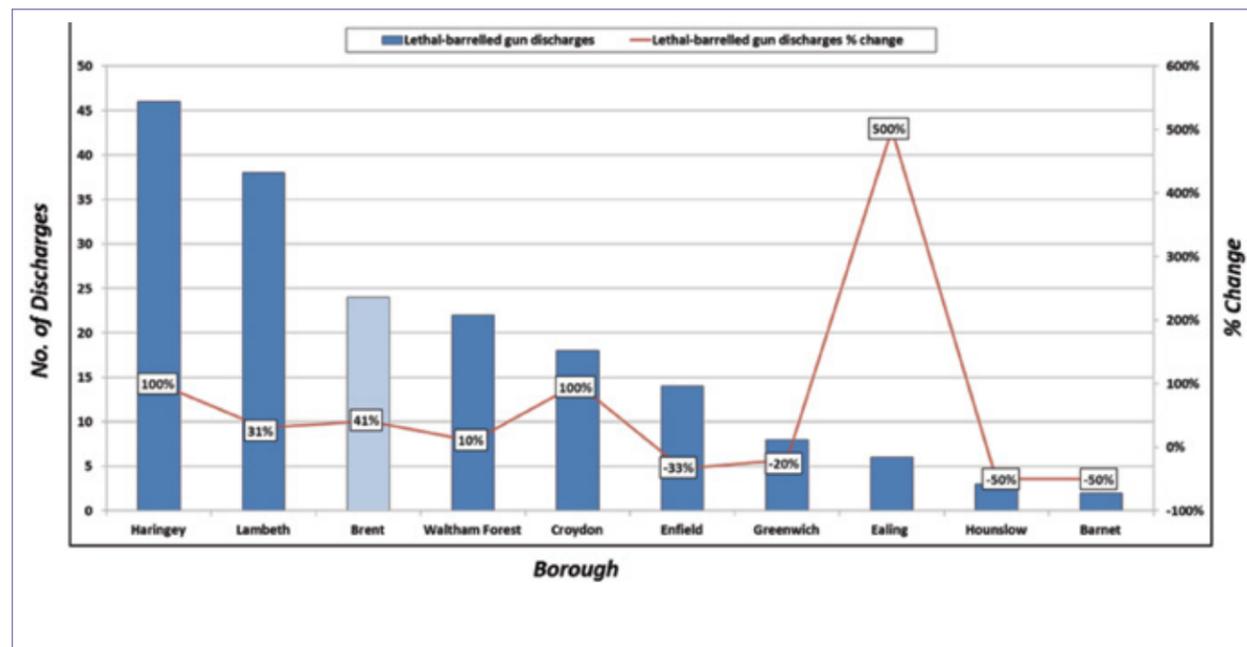
Priority
<b>1. Reducing Gang Related Offending</b>
<b>2. Reducing Anti-Social Behaviour</b>
<b>3. Reducing Reoffending</b>
<b>4. Reducing Extremism, Hatred and Intolerance</b>
<b>5. Reducing Violence and Vulnerabilities</b>
<b>5a. Reducing Domestic and Sexual Abuse</b>
<b>5b. Reducing Child Sexual Exploitation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

Please see on following pages, a summary assessment of the current strategic needs for each priority area. The data is generally from the current 12 month period (28/06/2017 to 27/06/2018) and compares against the previous 12 month period (28/06/2016 to 27/06/2017).

1. Reducing Gang Related Offending

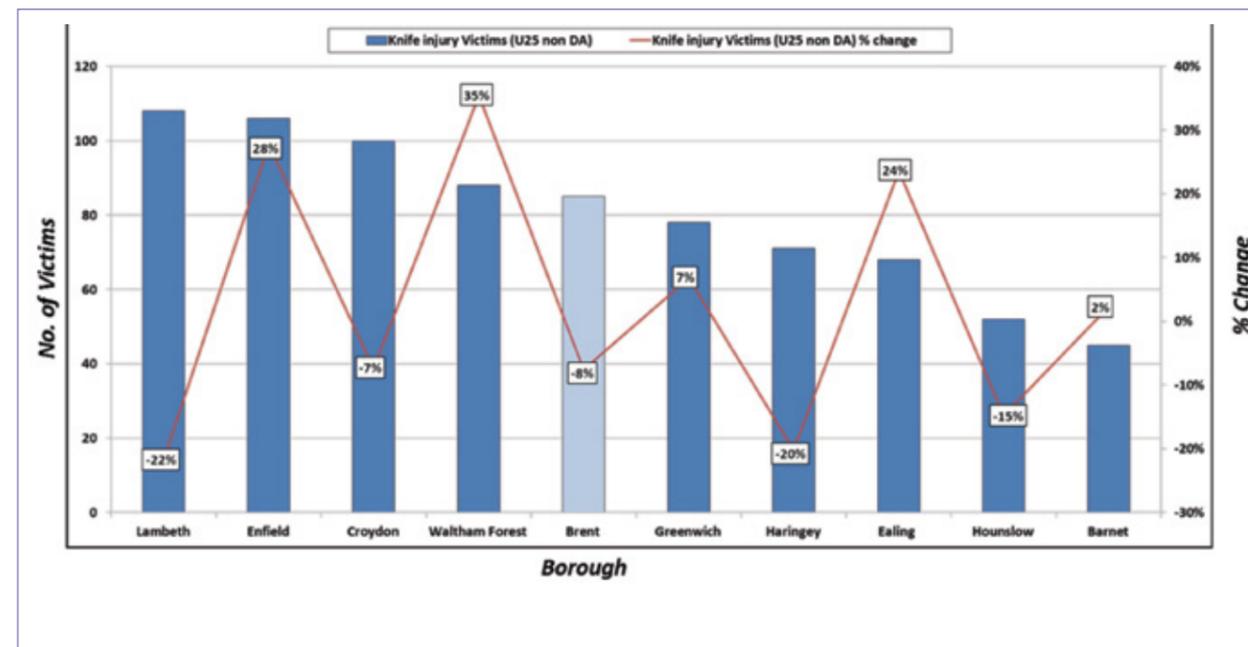
Measurable Indicators:

Lethal-barrelled gun discharges



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 41% from the previous 12 months. Three other boroughs have seen larger

increases in lethal-barrelled gun discharges, in comparison to Brent.



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

Brent has the fifth 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 decreased by -8%, which is the fourth largest decrease within the most similar group.

Despite the current decrease in Knife injury victims under the age of 25 years old (non-domestic

related), it should be highlighted that Brent had the highest number of knife crimes (811) within its most similar group, and saw the highest year on year increase (56.3%).

Gang Matrix

In April 2018 the Metropolitan Polices Gangs matrix for Brent has 216 identified/monitored gang members of which 136 are in the community, and 80 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 our enhanced partnership intelligence and focused deterrence forums.

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

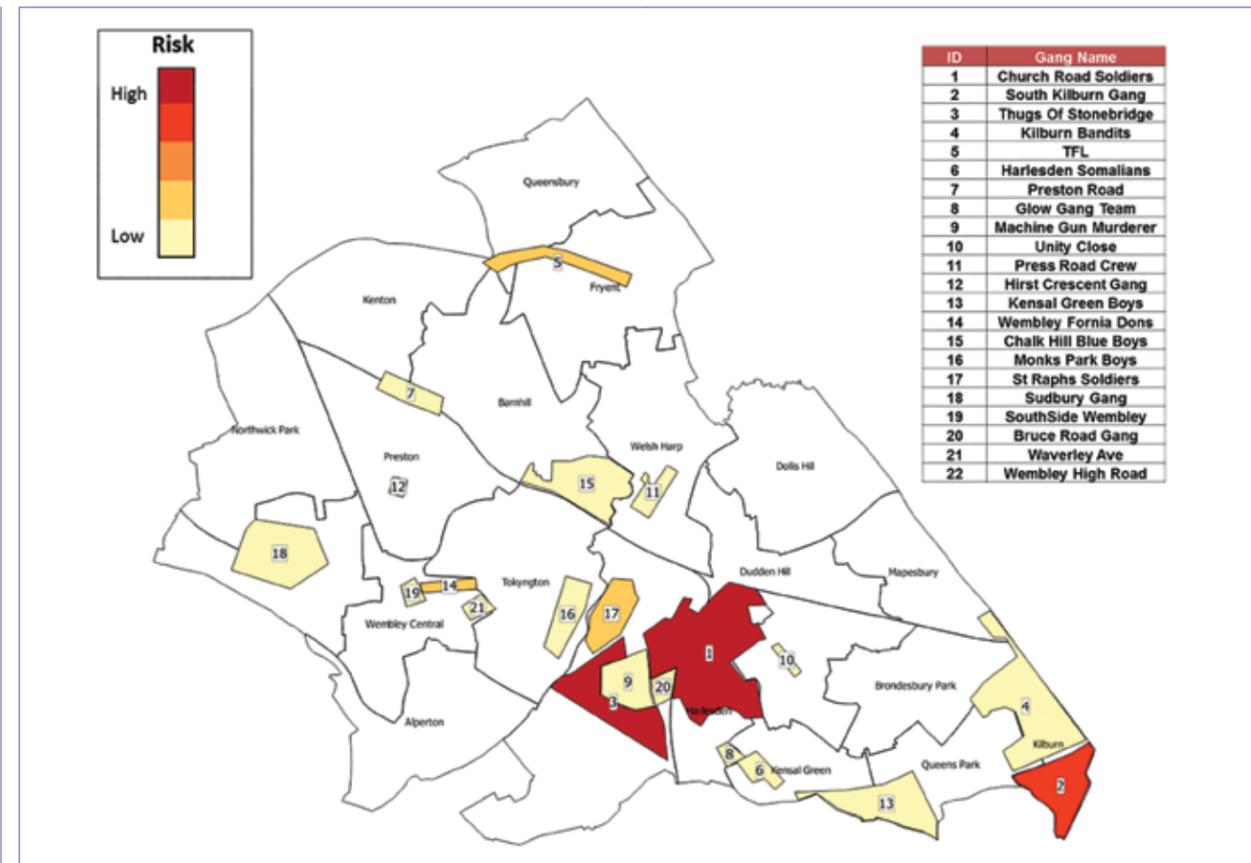
profile - most likely to be able to access firearms. The offenders were exclusively male, 90% black, and an average age of 26.

The Knife injury victim data is more likely to capture emerging gang issues that are not necessarily currently reflected on the gang's matrix, but reflective of youth associated to gang activity.

**Locations, Threat and Risk**

Based on the Metropolitan Polices gangs matrix there are currently 22 gangs in Brent. This is an increase in one from last year.

The gang's matrix is based on a rolling 3 years of crimes and intelligence on Brent gang members. When the individuals gang members risk score is accumulated by gang; Church Road/Church End Estate, Stonebridge Estates and South Kilburn Estate are the highest gang risk areas in Brent. The highest risk gang areas have remained unchanged from 2016. The three areas are similar in nature i.e. large social housing estates, with above average levels of deprivation, poverty and high levels of vulnerability within the community.



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. 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

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.

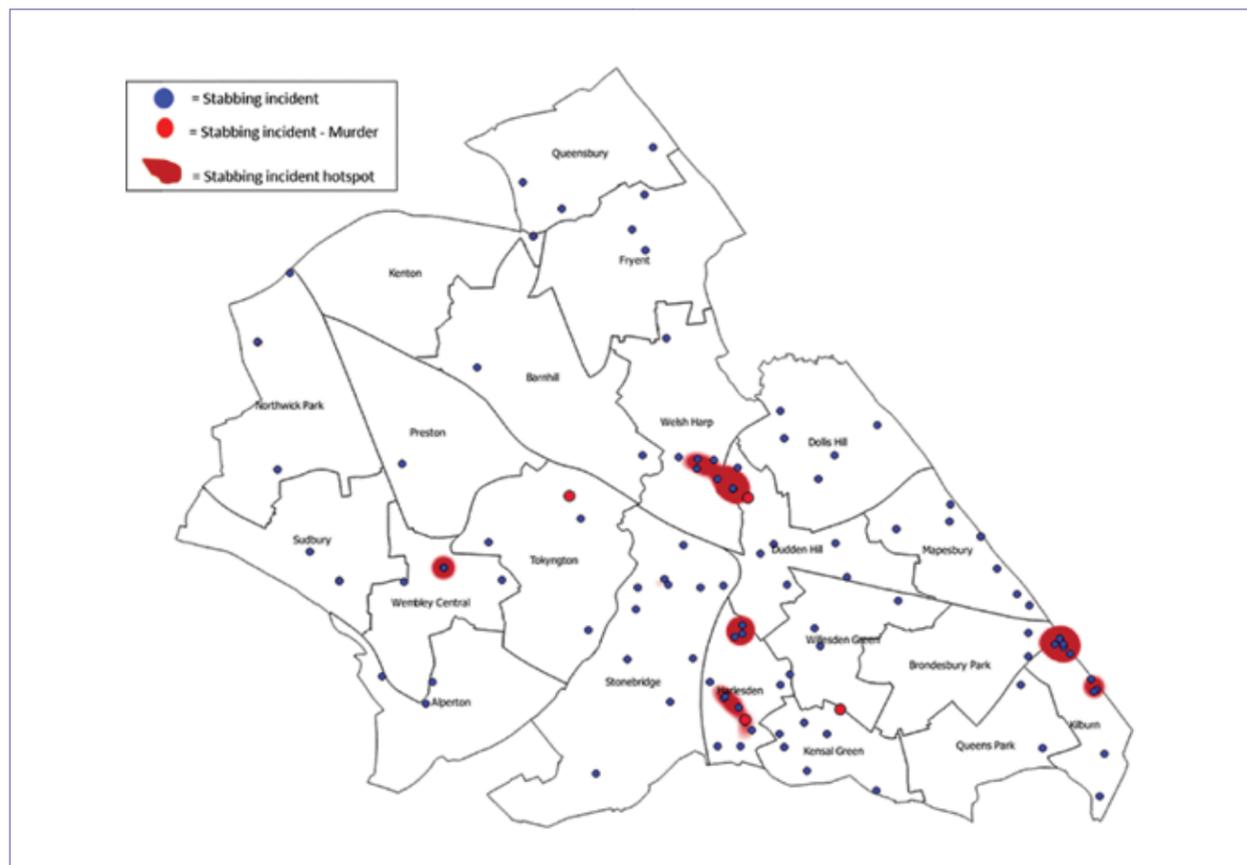
**Stabbing incidents (non-domestic abuse)**

The map right, shows the stabbing hotspots 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.

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.

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



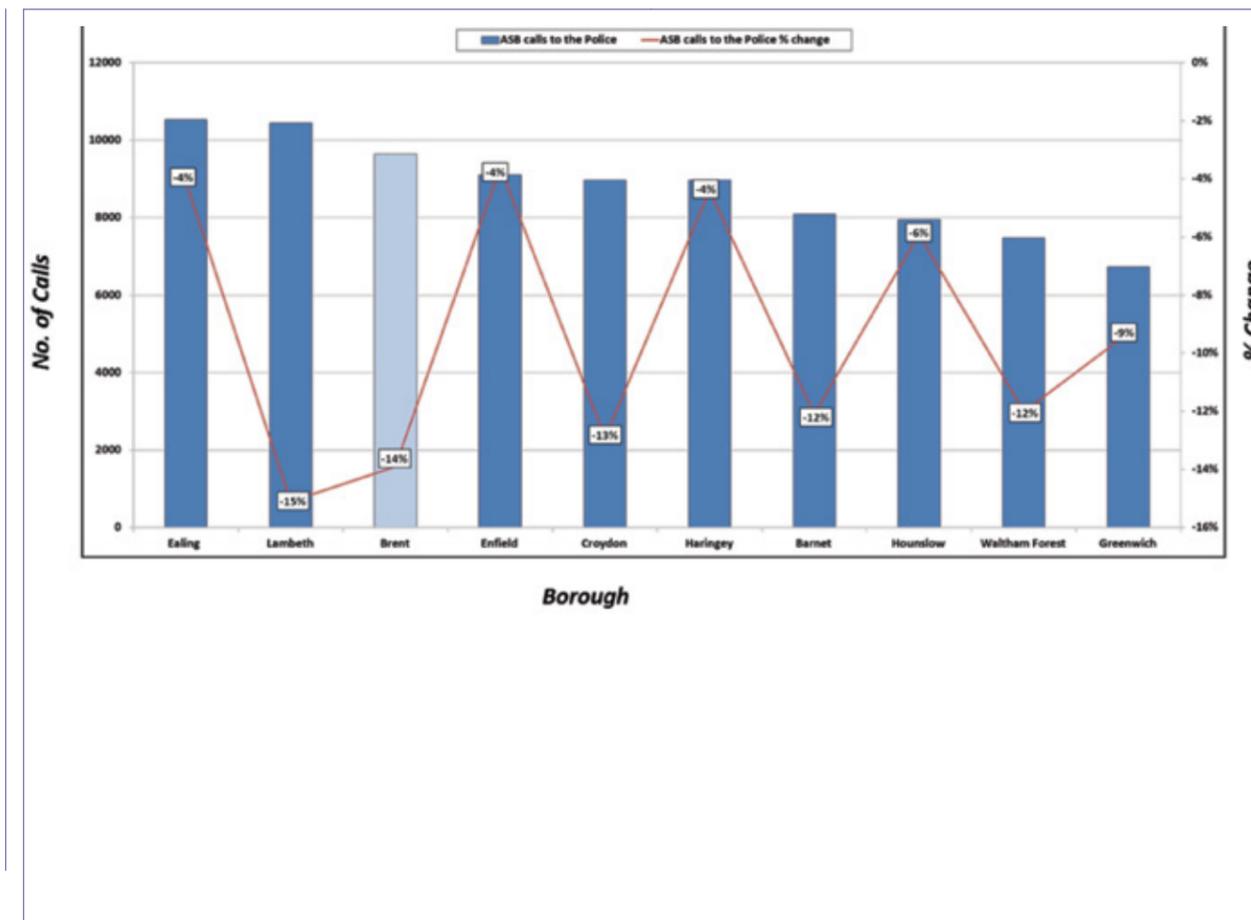
by multiple offenders. A recent example of a change in gang criminal activity has occurred in north and east London resulting in an increase in moped enabled robberies.

**2. Reducing Anti-Social Behaviour (ASB)**

Measurable Indicators:

ASB calls to the Police

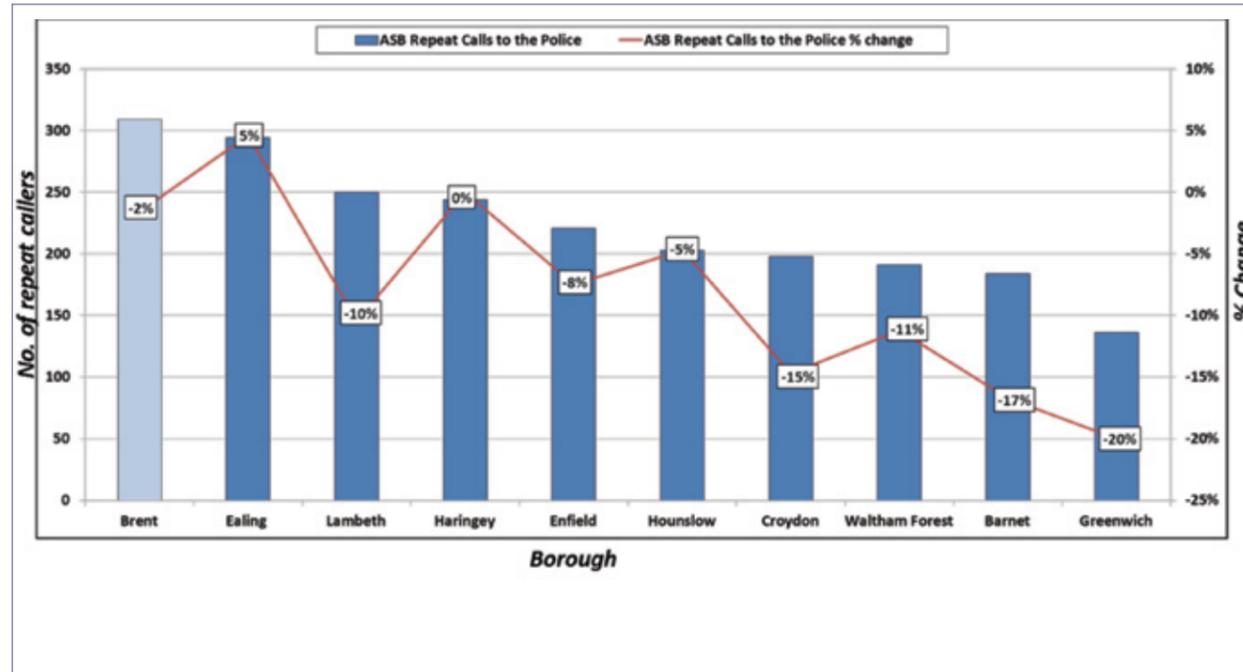
Brent has the third highest number of ASB calls, in comparison to the most similar London boroughs, in the last 12 months. The number of ASB calls to the Police has decreased by -14% from the previous 12 months. Brent has experienced the second largest decrease in ASB calls out of the most similar group.



**ASB Repeat Calls to the Police**

Brent has the highest number of ASB repeat callers, in comparison to the most similar London boroughs, in the last 12 months. The number of ASB repeat callers to the Police has decreased by -2% from the previous 12 months. The majority of the most similar group have also experienced a decrease in the number of repeat callers.

The Enforcement Practitioners Group within the Regeneration and Environment Department of the council has been set up to respond to such complex repeat complainant issues; as such issues tend to encompass an array of needs across the department.



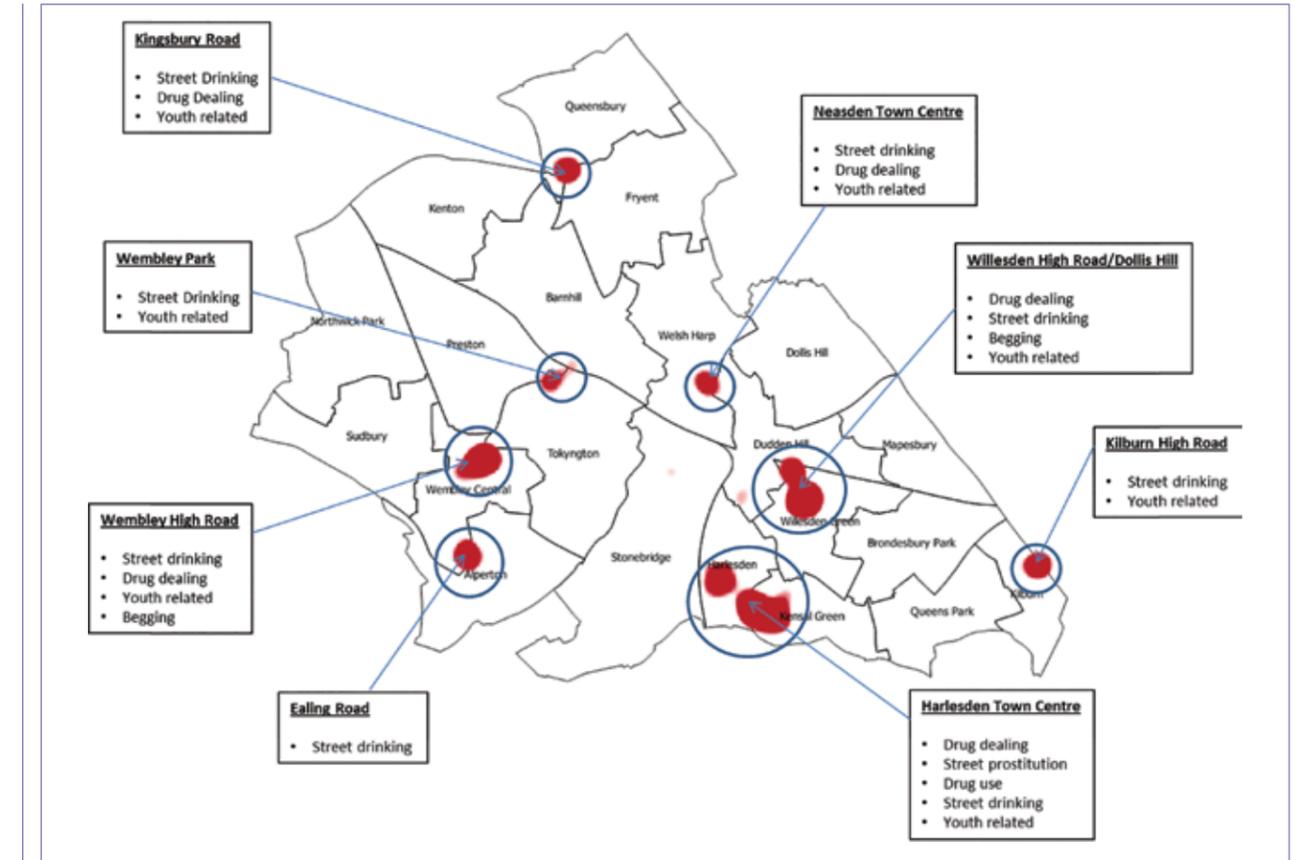
**Hotspot Locations**

The right map shows the ASB hotspot areas in Brent over the last 12 months:

The main hotspots continue to be the same town centres as the previous year. ASB in high footfall areas is dynamic and wide ranging, but is often driven by repeat callers including businesses such as betting shops, and takeaways.

ASB calls have decreased over the last 12 months, which is a positive and partly due to the proactive partnership approach to ASB call drivers, such as open drugs markets in Chapter Road and Wembley Central.

The number repeat callers have increased, however repeat callers can be a by-product of being proactive around ASB issues. Residents are often encouraged to make repeat calls to provide the evidence required for agencies to use the available ASB tools and powers. It is therefore important that we continue to distinguish between the different types of ASB repeat callers and identify those most vulnerable. Hotspot locations and the underlying issues which include vulnerable residents will continue to be monitored through the Local Joint Action Groups hotspot mapping process.



### 3. Reduction in Reoffending

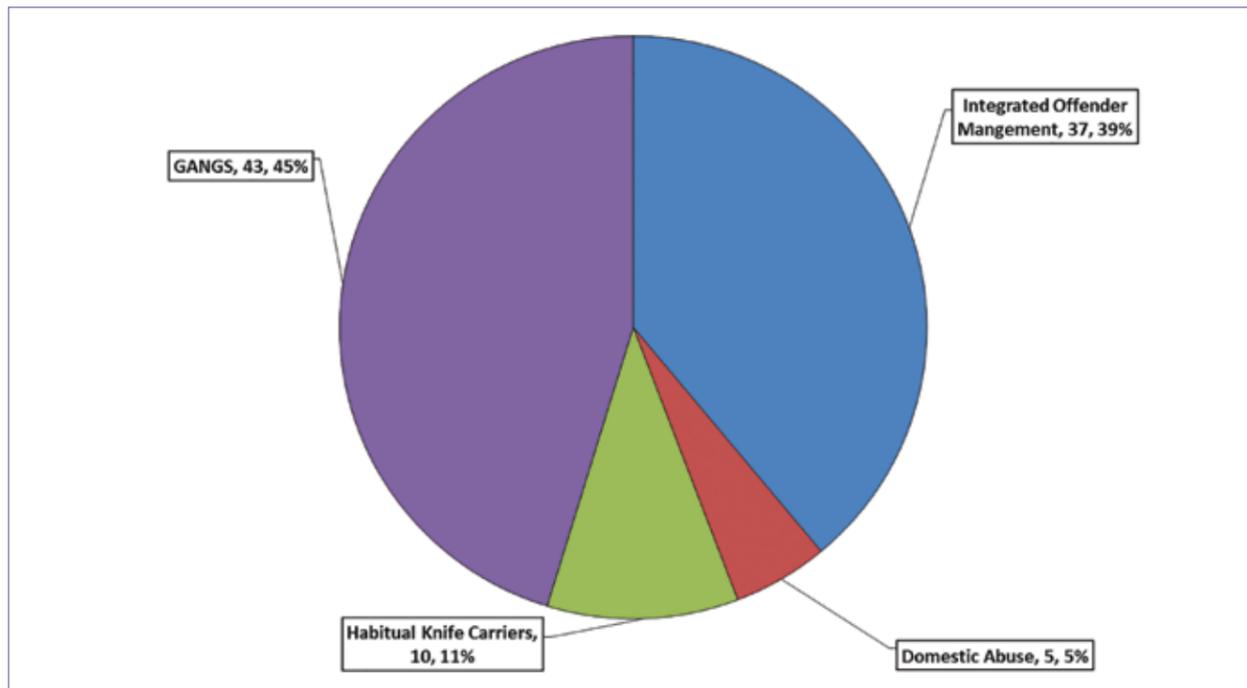
Measurable Indicator:

Offender Management Programme (OMP)

The Integrated Offender Management Programme has been replaced by the Offender Management Programme, which using the same wrap around model but is better aligned with the Safer Brent Partnerships priorities.

The pie chart right, 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.

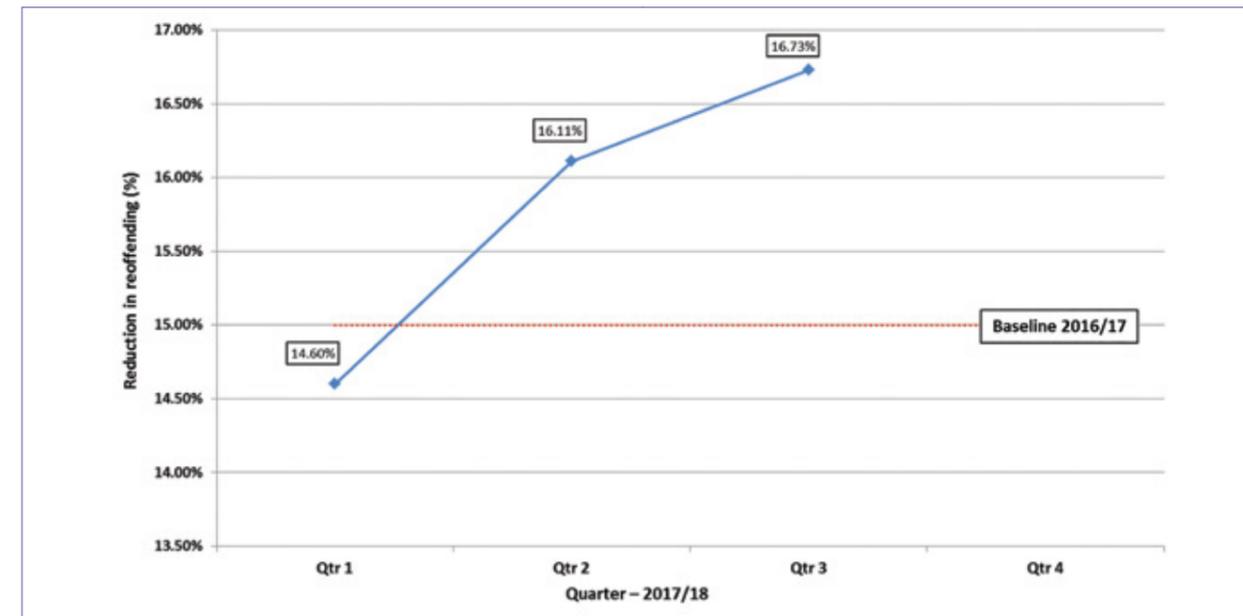


### Reducing Reoffending (The Offender Management Programme)

The above line graph shows the reduction in reoffending within the Integrated Offender Management cohort of the OMP. The average reduction over the year to date is just above last year's baseline figure. 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, however the programme is still in its infancy and it is currently too early to demonstrate a meaningful outcome.

Through a partnership approach we aim to target up to 200 offenders, (consisting of gang nominals, knife carriers and prolific IOM offenders), that cause the most risk to Brent residents, and themselves and offer a bespoke support package that will encourage them to reduce their reoffending and increase outcomes relating to the nine pathways of reoffending.

- Developing a local offender problem profile and a shared understanding of offender activity through the Annual strategic assessment which will



- support the delivery of the Offender Management Programme Forum (OMPF).
- Maximise the partnership's use of data from all agencies, to ensure a well-informed evidence and intelligence base partnership response to the offender types on the OMPF

- improve management of risk, threat and harm to victims and those high risk offenders on the OMPF.

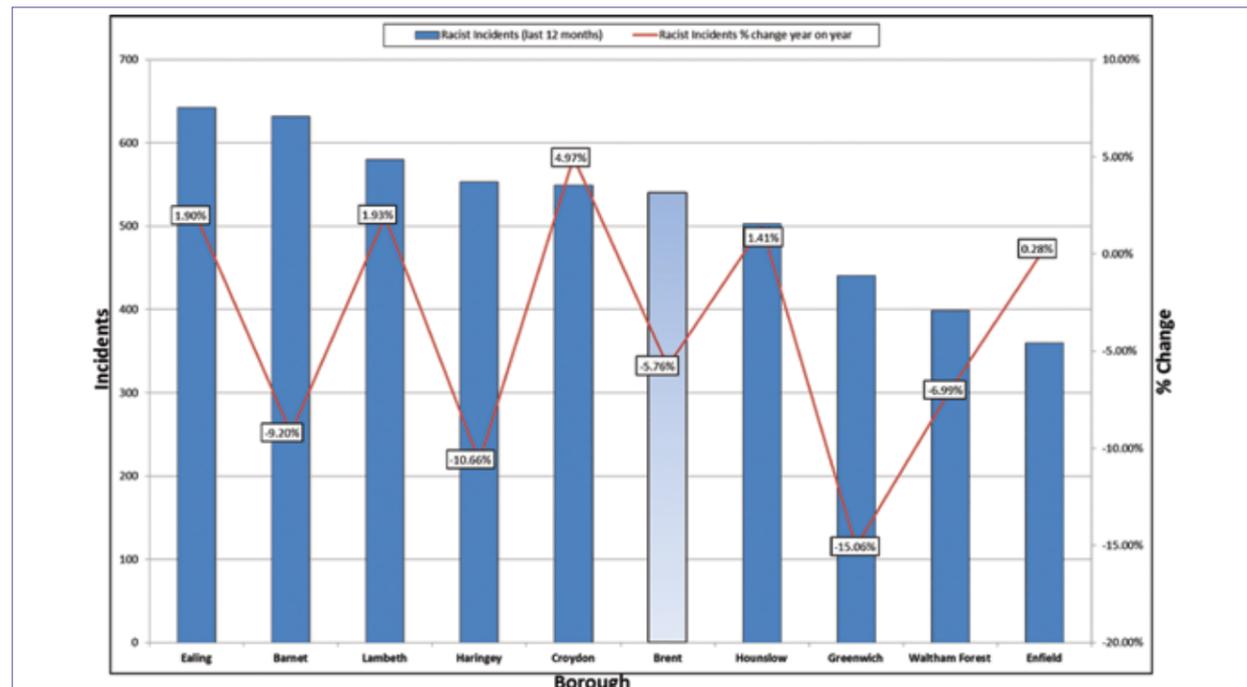
**Improve outcomes relating to targeted interventions.**

#### 4. Risk of Extremism, Hatred and Intolerance (PREVENT)

Measurable Indicators:

##### Racist Incidents

Brent has the sixth highest number of reported racist incidents in comparison to the most similar London boroughs in the last 12 months. The number of racist incidents has decreased by 5.76% from the previous 12 months. Five of the other boroughs have seen increases in racist incidents this year.

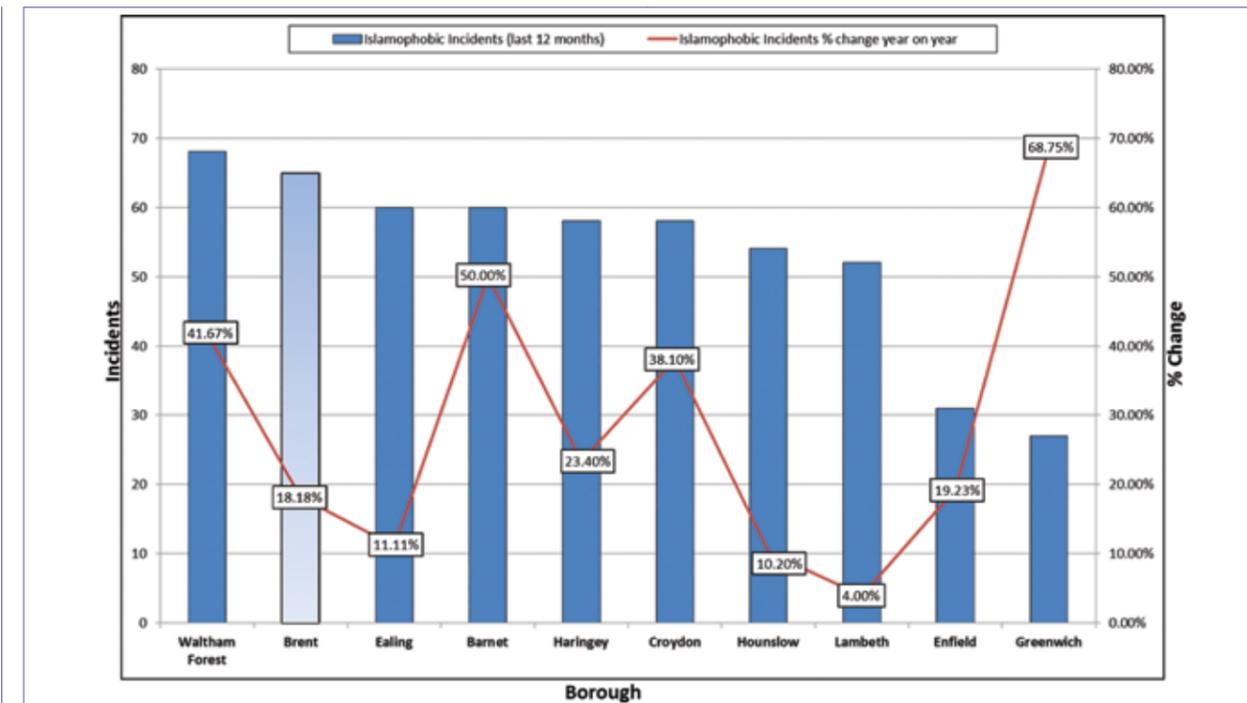


#### Islamophobic Incidents

Brent has the second highest number of reported islamophobic incidents in comparison to the most similar London boroughs in the last 12 months. The number of islamophobic incidents has increased by 18.18% from the previous 12 months. All boroughs have seen an increase in incidents. Six of the other boroughs have seen a larger increase than Brent this year. It should also be noted that Brent has the fourth highest Muslim population in London and the highest within our most similar group.

Brent has seen year on year decreases in faith, anti-Semitic, homophobic and disability hate incidents. Apart from islamophobic incidents transgender hate incidents is the only type to have seen an increase year on year; increasing from three incidents to six incidents this year.

Increases in Hate crime is often related to significant events such as terrorist attacks or Brexit. Hate crime in Brent should be continually monitored, especially after significant local, national and international events.



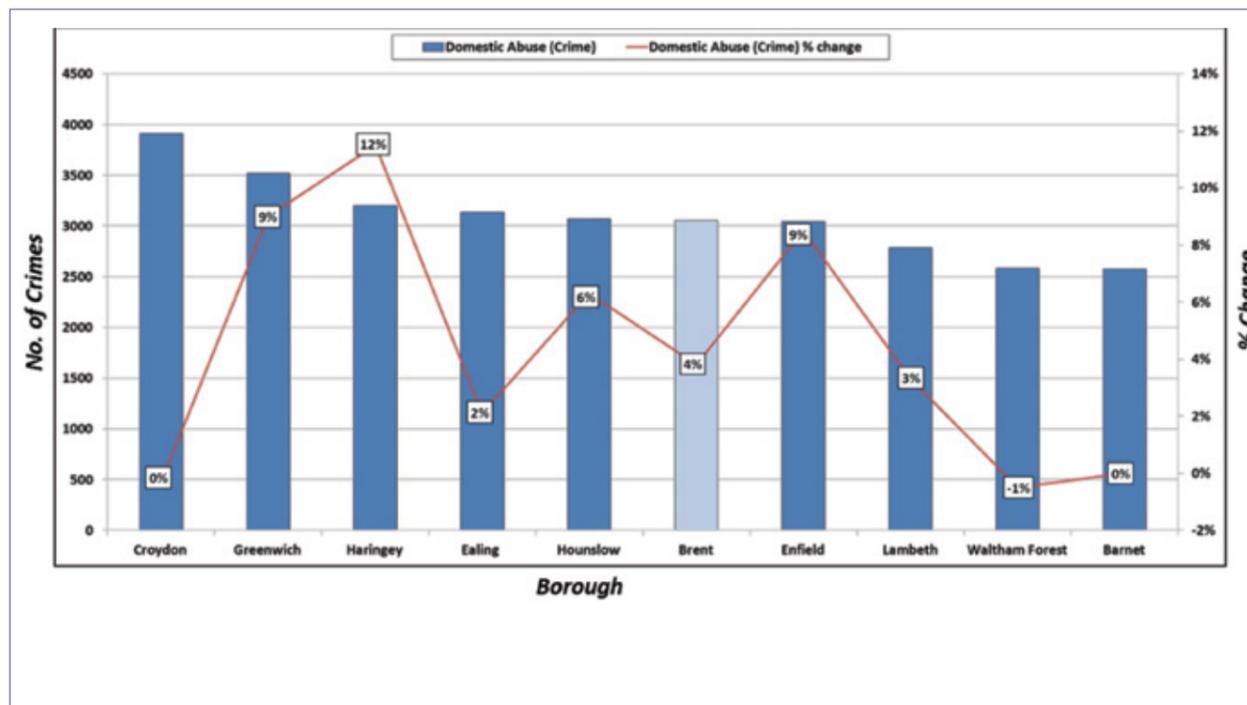
5. Reducing Violence and Vulnerabilities

5(a) Reducing Domestic and Sexual Abuse

Measurable Indicators:

Domestic Abuse (Crimes)

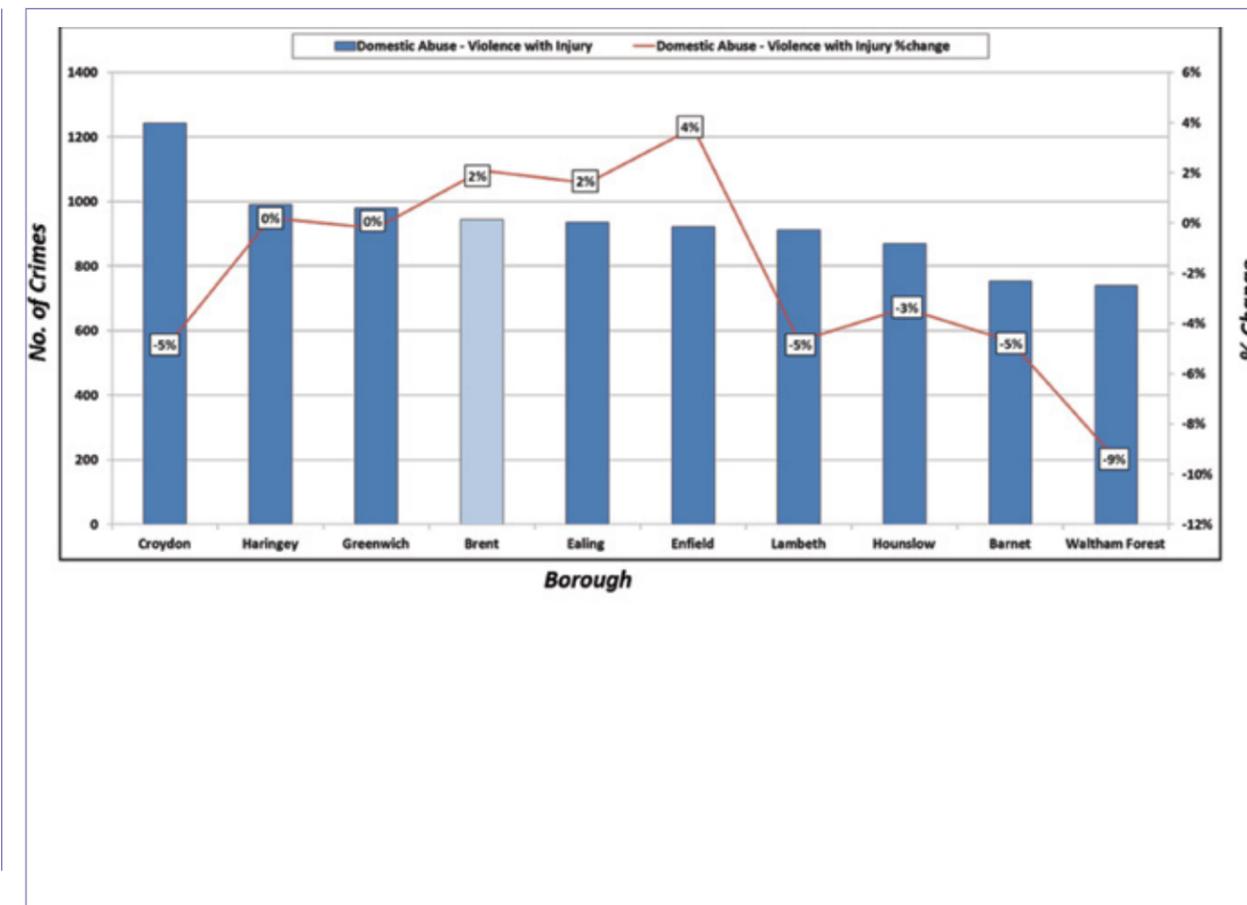
Brent has the sixth highest number of domestic abuse crimes in comparison to the most similar London boroughs in the last 12 months. The number of domestic abuse crimes has increased by 4% from the previous 12 months. Waltham Forest was the only borough in the most similar group to see a decrease in domestic abuse crimes this year. Our response to increased demand has included an enhanced support process for Brent victims. We continue to support 130% more victims from April 2015. We advocate for more victims coming forward to report domestic abuse so this proxy indicator is not always seen as a negative indicator.



Domestic Abuse – Violence with Injury

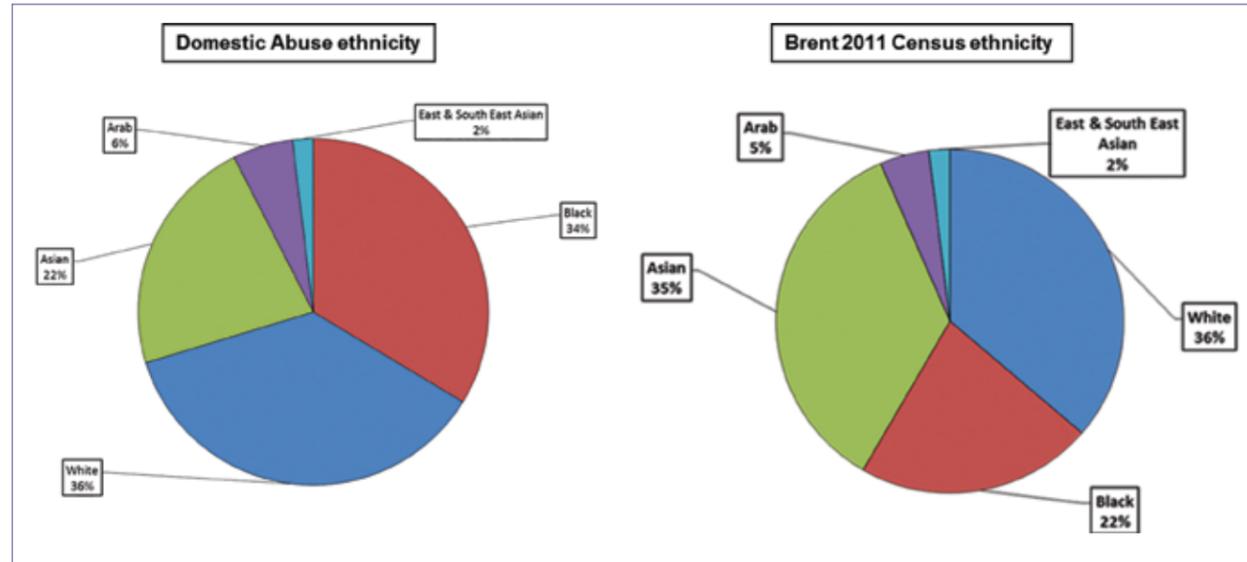
Brent has the fourth highest number of violent domestic abuse crimes in comparison to the most similar London boroughs in the last 12 months. The number of domestic abuse crimes has increased by 2% from the previous 12 months. Brent had the joint second highest increase with violence with injury domestic abuse crimes in comparison to its most similar London boroughs. As a reflection our MARAC referrals to support high risk victims has increased, highlighting we are supporting the right people in the borough through both the most in need victims coming forward for support and enhanced identification of those high risk/ high need victims.

The profile for domestic abuse in Brent has remained similar to previous profiles over the last few years. Females are disproportionately victims and Males are disproportionately suspects.

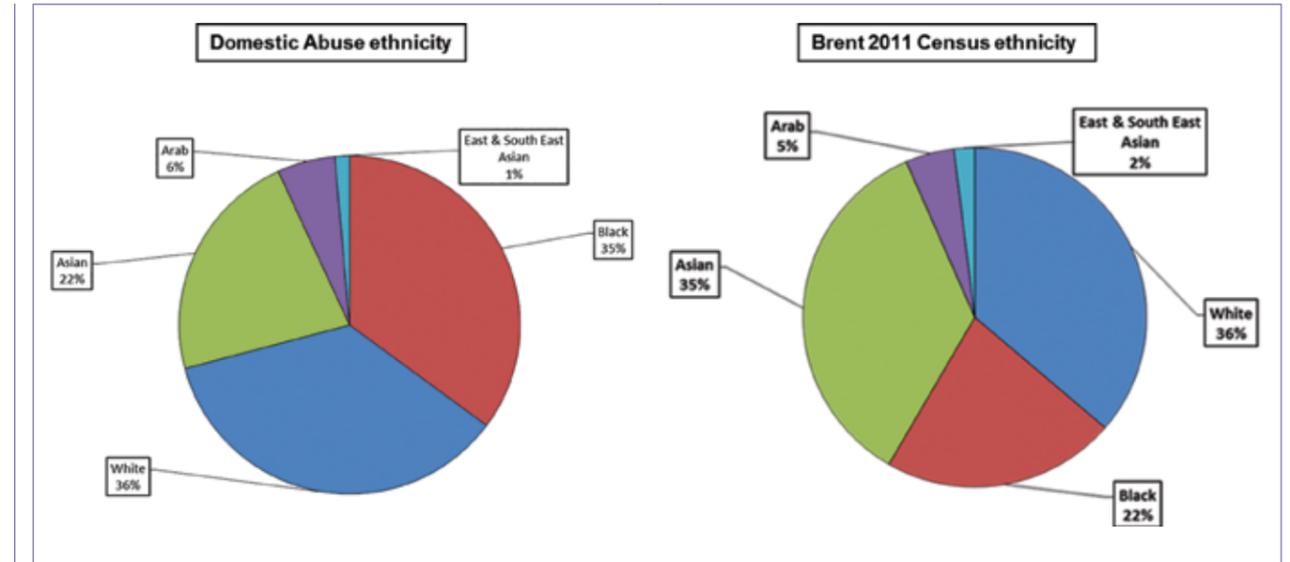


The ethnicity breakdown has also remained the same for both victims and suspects of police reported domestic abuse.

Victim's ethnicity  
Suspect's ethnicity



White victims and suspects are the most prevalent in the borough, but are proportionate to the borough demographics. Black victims and suspects are the second most prevalent group; however black victims and suspects are 12% and 14% overrepresented respectively.



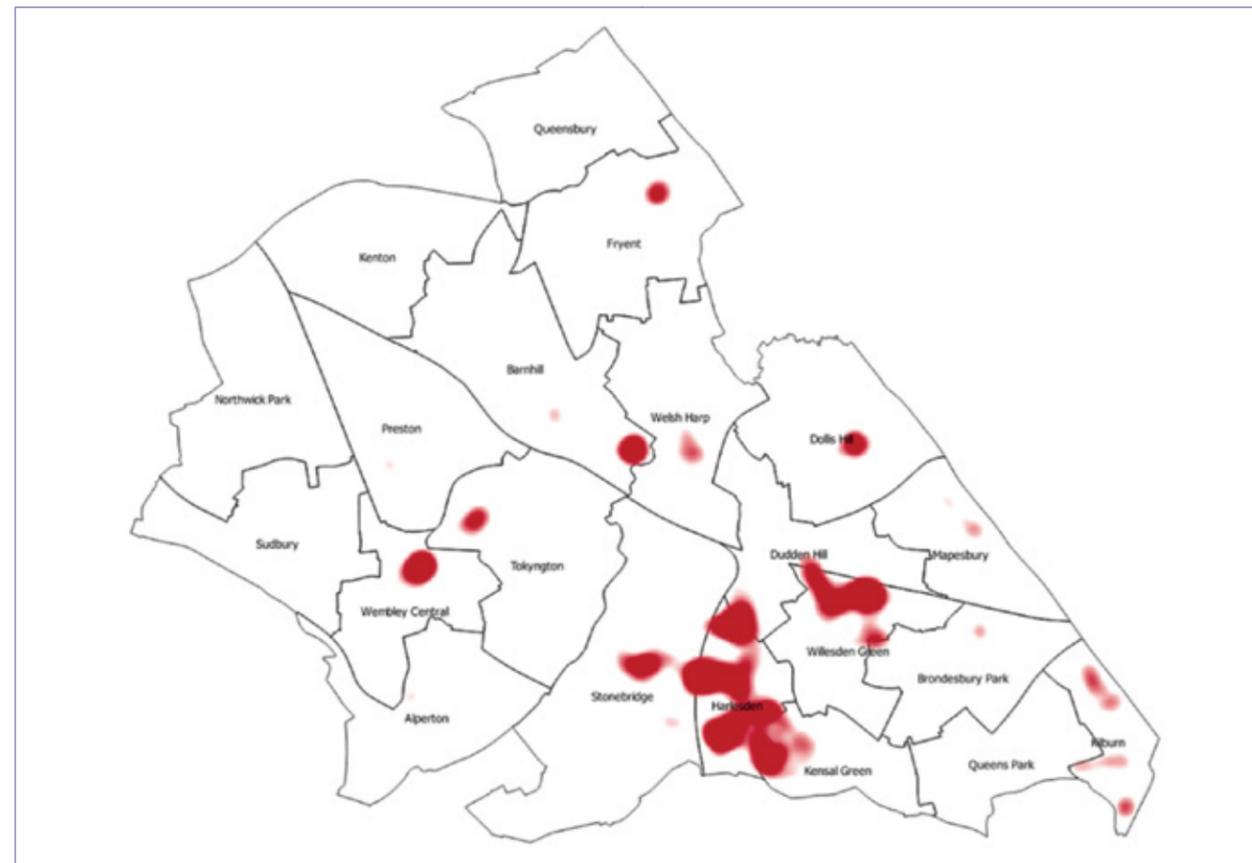
Suspect's ethnicity

White victims and suspects are the most prevalent in the borough, but are proportionate to the borough demographics. Black victims and suspects are the second most prevalent group; however black victims and suspects are 12% and 14% overrepresented respectively.

Hotspot Location

The map right, shows the Domestic Abuse hotspot areas in Brent over the last 12 months:

The hotspots identified include Harlesden Town centre, Wembley Central, Church End Estate and Stonebridge Estate. The noted hotspots are also locations identified for ASB and Gang activity and are clearly Brent's high risk/harm areas.



5. (b) Child Sexual Exploitation (CSE)

Measurable Indicators:

Police data

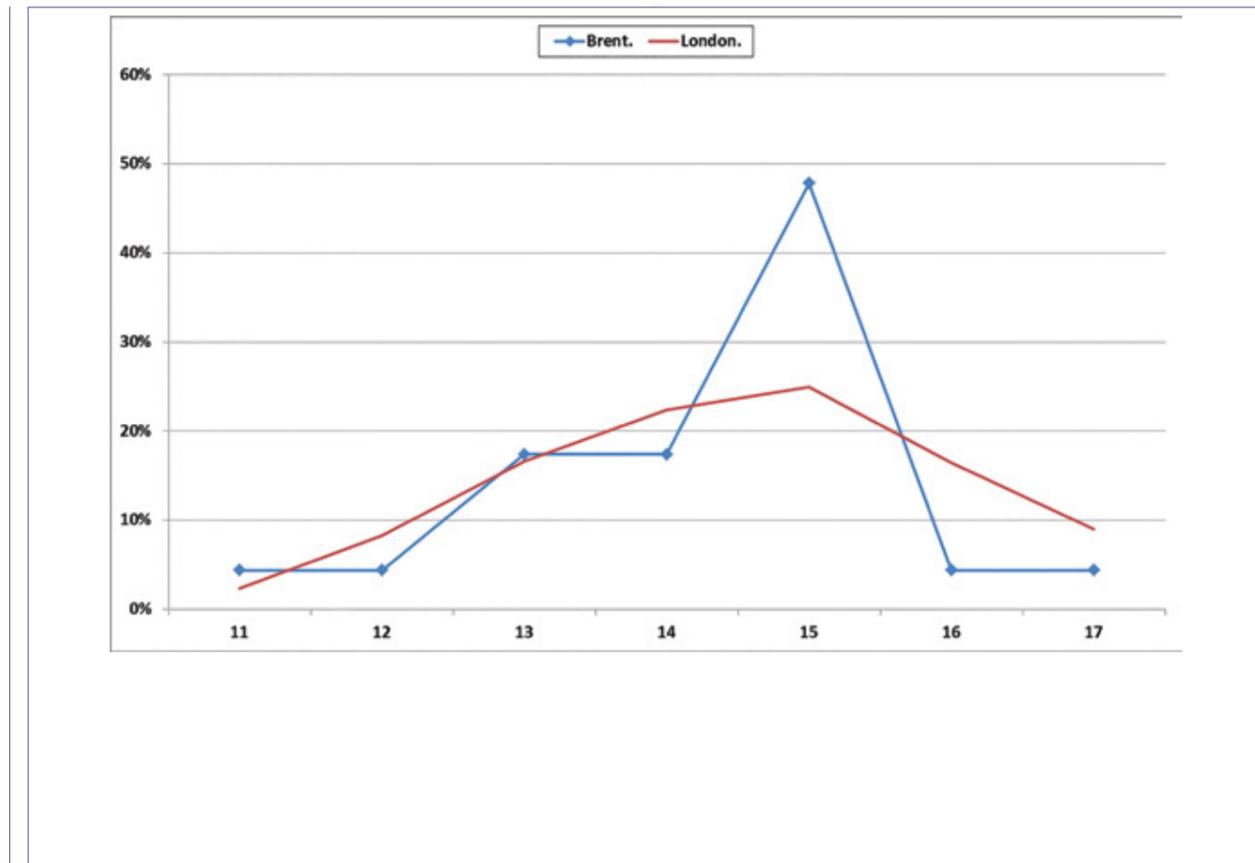
In the last 12 months in Brent there have been 25 non crime CSE reports and 24 crime reports which had a CSE flag.

Within Brent's crime and non-crime CSE reports there were 23 unique female victims and no recorded male victims. In this same period across London males accounted for 7% of the non-crime CSE report victims and 11% of the CSE flagged crimes victims.

In Brent 12.5% of the CSE reports involved repeat victims compared to 14.61% seen across London in this 12 month period.

The below line graph shows the age breakdown of victims in Brent compared to London.

The peak age of CSE victims in Brent and London as a whole is 15 years old. In Brent 15 year old victims accounted for nearly 50% of all victims.



Local Authority MASE

The below table shows the increasing numbers of children identified as at risk of CSE in Brent.

	September 2016	March 2017	September 2017
Number of cases identified at risk of CSE	26	42	59

Due to the hidden nature of CSE, the increase in referrals and assessment of CSE risk should be seen as a positive.

The identification of the risk allows it to be managed and all 59 cases are open to statutory services. 18 children are subject to a Child Protection Plans, 18 children are on a child in need plan and 23 are looked after children.

Age and level of the MASE cohort (September 2017)									
Level/Age	10	11	12	13	14	15	16	17	Total
Level 1	1	-	1	2	1	4	6	4	19
Level 2	-	-	-	2	2	7	4	2	17
Level 3	-	-	1	-	3	3	4	1	12
Total	1	0	2	4	6	14	14	7	48

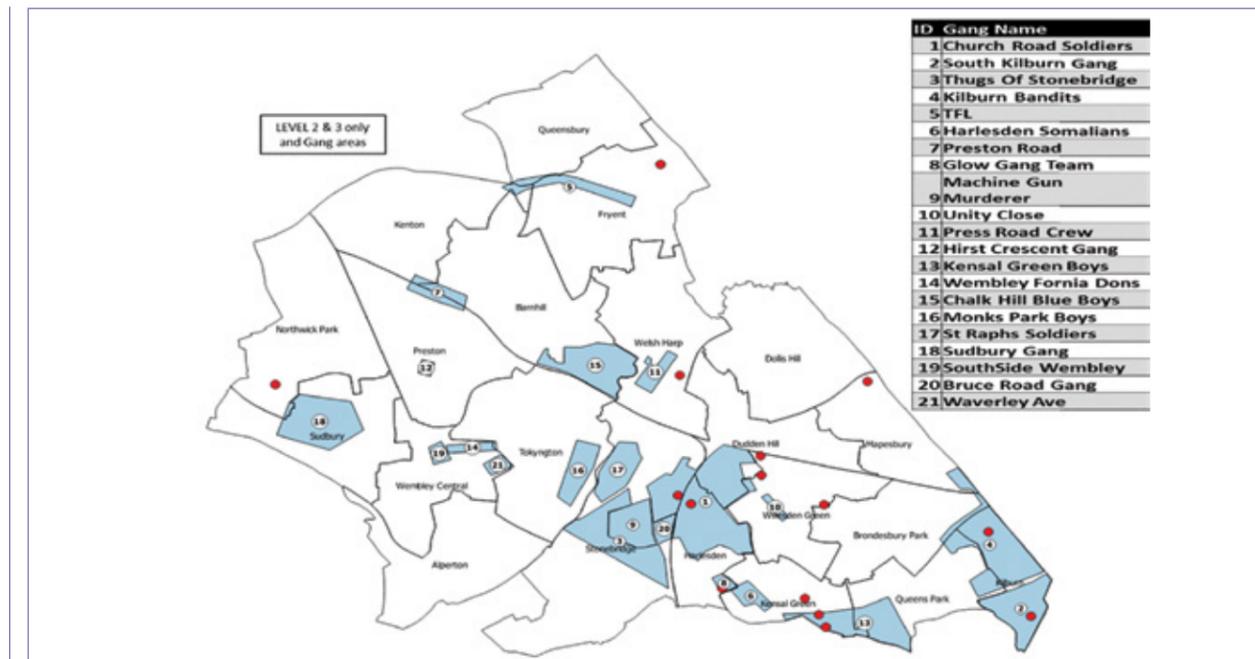
48 children are currently open to the Multi Agency Planning (MAP) risk management process. The additional 11 children identified at risk of CSE are in the process of having their risk level identified through MAP meetings. The Police and Local Authority have different risk and recording systems for subjects at risk of CSE. A comparison of the police and local authority data sets by numbers and gender alone indicates that there is still not a uniform partnership response for children at risk of CSE.

Locations

The map below shows the distribution of the high risk (level 2 and 3) members of the cohort across the borough with the overlaid gang areas.

47% of the high risk CSE cohort lived in known gang areas including Church Road Soldiers, South Kilburn Gang, Kilburn Bandits, Glow Gang Team and Kensal Green Boys. The majority of the gang members in these gangs are black males from a range of ethnic backgrounds. The most prevalent ethnicity in Brent gangs is Black Caribbean, mirroring the CSE cohort. The gang picture is ever changing demonstrated by a recent rise in gang related activity of Black Somali males, especially in Harlesden and Willesden around open drug markets and shisha venues. It is important to regularly monitor the gang's profiles to gauge the potential CSE threat.

Reducing violence and vulnerabilities associated with domestic abuse and Children's Sexual Exploitation is only possible by fully understanding the nature of the problem in Brent. This can only be achieved by creating an environment where victims are willing to report and engage with services. The numbers of victims reporting domestic abuse and CSE has increased over the last



12 months. It is important that the profile around the victims, offenders and locations is constantly monitored to improve our understanding and allow emerging trends to be tackled at the earliest opportunity. It is likely that the reports in this priority

will continue to increase over the next 12 months. Taking into consideration the continued areas of risk in the borough the vision, priorities and activity for 2018- 2021 the recommended areas to focus are included within the strategy.

# Appendix 2

## Overarching Outcome Measure

Priority	Measure	Reduction and Collection method	Baseline 17/18 outturn	RAG
Reducing the impact of Gangs and/or Knives	Reduce the number of Lethal-barrelled Gun Discharges	All recorded lethal barrel gun discharges in the borough reported to Brent Police	22	
Reducing the impact of Gangs and/or Knives	Reduce the number of under 25 year old victims of knife related injuries (non-domestic)	All recorded victims of knife related injuries by Brent police	84	
Reducing the impact of Gangs and/or Knives	Reduce the number of knife related robberies	All Brent Police recorded personal robbery offences with a knife crime flag	378	
Reducing Anti-Social Behaviour	Reduce the number of calls to the police for ASB	All calls to Brent Police which have been flagged as ASB related (personal, nuisance and environmental)	9739	
Reducing Anti-Social Behaviour	Reduce the level of risk for repeat ASB victims for the targeted cohort	Comparative Community MARAC risk assessments completed by lead practitioner before and after intervention to identify any changes in risk – average risk change across the identified cohort	36%	
Reducing offenders and perpetrators from reoffending	Reduce the reoffending rate of targeted Offender Management Cohort which cause disproportionate rate of harm and risk	Brent Police offending data for the Offender Management Cohort pre and post point of intervention	20%	
Reducing Vulnerability and Increasing Safeguarding	Reduce the level of risk for Hate crime victims for the targeted cohort	Comparative Community MARAC risk assessments completed by lead practitioner before and after intervention to identify any changes in risk – average risk change across the identified cohort	N/A	
Reducing Domestic and Sexual Abuse	Reduce the number of Violence with Injury Domestic abuse offences	All Brent Police recorded violent offences where the victim and suspects are intimate partners or are family members reported to the police and flagged as a domestic incident	935	
Reducing Domestic and Sexual Abuse	Improve the quality of life of partners and ex partners of domestic abuse perpetrators	From the feeling safer question on the survey of partners and ex partners engaging in the perpetrators program. XX% feeling safer	70%	

# Appendix 3

## Domestic Abuse Action Plan

Key deliverables (key actions) and milestones will be achieved as set and reviewed by the Safer Brent Partnership (SBP).  
 \*\*Please note: Impact and Success, as well as Outcomes and Measures are aligned to multiple key activities within each Objective.

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
Reducing Domestic and Sexual Abuse	Domestic and Sexual Abuse - Raising awareness, Increased Prevention and Protection from domestic abuse and violence against women and girls	Delivering a communication and promotion campaign across the year and at key periods to highlight DA and VAWG, such as White Ribbon, International Women's day. Delivering comprehensive training to staff and communities to increase early identification and reporting Sharing learning from DHR and incorporate into training and delivery. Key attendance at public events Integrating recommendations from the Mayor of London strategy to tackle VAWG 2018-2021 Support and implement findings from the Outcome Based Review Strengthening IDVA delivery through service co-location IDVA screening of MET non crime domestic abuse incident Co location of IDVA delivery within the MASH Ensure that through 'make every contact count' key staff are trained in DA awareness Applying an intersectional approach to IDVA delivery Increasing schools police officers to offer support	SBP DA Provider Partnership / DA provider DA Providers Community Safety SBP Children Young People (CYP)/ DA Provider / Met Police Met Police / DA Provider CYP / DA Provider Public Health / Housing DA Provider Met Police	Number of attendees participating in events Improved awareness of MARAC among Brent staff and partners % increase in learning outcomes Identification of referral pathways Increased % of referrals to IDVA, improved awareness and access to services Increased MARAC repeat rate in line with London average 20% Increase % of referrals Increase % of referrals being screened by an IDVA at an earlier stage of abuse. Audit of customer Journey evidences earlier intervention	A joined-up, developed communication partnership approach to VAWG to raise awareness and improve services available in Brent. Increased staff awareness and identification of DA and referral routes DHR training for all professionals involved. Improved communication of key VAWG services Shared strategic focus with Mayors VAWG strategy New approaches to tackle DA are implemented Victims feel confident to call support services. Improved and more people reporting to the service Identification of early intervention and increased prevention Identification of DA and Increased staff awareness DA providers to show Increased number of engaged victims from diverse community groups and young people.	Harlesden Wembley Central Willesden Green Stonebridge Neasden	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Supporting victims of these crimes, VAWG and bringing the perpetrators to justice	<p>Delivery of DVIP perpetrator program, prevention work and review.</p> <p>Increasing use of policing powers and tools to safeguard victims such as DVPN and DVPOs.</p> <p>Use of local policing and PTT to capture outstanding perpetrators of DA</p> <p>Engaging offenders through the offender management programme</p> <p>Increasing the safety of the victim / survivor</p> <p>Utilising and strengthening our MARAC delivery and interventions</p> <p>Increasing's the breath of referrals to MARAC and IDVA support from agencies especially health.</p> <p>DVIP and Police attendance at MARAC to ensure appropriate safeguards apply to the perpetrator and access to behavioural change program.</p> <p>Continue to run a Domestic Abuse support Policing car</p> <p>Representation from New Beginning Integrated substance misuse service at MARAC meetings.</p>	<p>DVIP</p> <p>Met Police</p> <p>PTT</p> <p>Partnership</p> <p>DA Provider</p> <p>Partnership</p> <p>Partnership</p> <p>DVIP / Met Police</p> <p>MET Police</p> <p>Public Health / WDP</p>	<p>% increased reporting for repeat victimisation Impact of intervention</p> <p>Increased enforcement activity DVPO or DVPN</p> <p>Number of completed warrants leading to capture and convictions</p> <p>% of supported perpetrators have increased motivation for change.</p> <p>Decrease in number of CAD/ Police logged calls to the home address of the victim for incidents flagged as DA.</p> <p>% of perpetrators engage with support interventions for 6 weeks or more.</p> <p>Attendance registers</p> <p>Referrals from agencies to DVIP</p>	<p>Providing an equal and fair access to information about services for survivors and perpetrators of VAWG</p> <p>Improved coordinated approach to arrest, convict and effectively sentence perpetrators.</p> <p>Improved management of risk</p> <p>Increased understanding of problem profile</p> <p>Victim of engaged Perpetrators report feeling safer.</p>	<p>Harlesden</p> <p>Wembley Central</p> <p>Willesden Green</p> <p>Stonebridge</p> <p>Neasden</p>	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Female Genital Mutilation raising awareness and strengthen pathways for support	<p>Increase awareness and support reporting across the partnership</p> <p>Improve information sharing with Health partners</p> <p>Utilising IDVA support through co-location at Northwick Park</p> <p><i>Further detail outlined within Public Health action plan</i></p>	<p>Partnership</p> <p>Health/ CCG</p> <p>DA Provider / Health</p>	<p>To develop with partners</p> <p>Increased referrals into IDVA services from primary care</p> <p>Increased referrals into IDVA services from acute health services</p>	<p>Delivering a coordinated response by partners to raise awareness around HBV, FM and FGM, and associated health risks.</p> <p>Increased learning around HBV, FM and FGM.</p> <p>Frontline practitioners to have increased awareness of FGM, HBV and FM</p>	<p>Harlesden</p> <p>Wembley Central</p> <p>Willesden Green</p> <p>Stonebridge</p> <p>Neasden</p>	
	Exiting Sexual Exploitation (incl. Human Trafficking & Prostitution)	<p>Gathering key local intelligence through the use of CCTV, 3rd Party reporting, to identify and safeguard.</p> <p>Supporting those vulnerable to sex work and improve life choices.</p> <p>Use of the LJags and Community MARAC to lead joint action and support plans</p> <p>Promote awareness of single point of contact including 24/7 helpline</p>	<p>CCTV, SBP</p> <p>CGL</p> <p>Community Safety</p> <p>Public Health / WDP</p>	<p>Increased referrals</p> <p>% of identified street based sex workers offered support.</p> <p>% to be referred to specialist sexual health services</p> <p>% to be referred to New Beginnings integrated substance misuse service</p>	<p>Increased number of engaged victims.</p> <p>Reduction in sex work hot spot locations</p> <p>Increase in referrals to specialist integrated sexual health services.</p> <p>Increase in referrals to New Beginnings integrated substance misuse service</p>	<p>Harlesden</p>	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	To implement the 5 Ps (Prevention, Provision, Partnership, Protection and Participation)	<p>Prevention - To change attitudes and prevent violence. Increased prevention provision</p> <p>Utilise the predictive model tool to further identify risk and measure vulnerability.</p> <p>Provision - To assist victims to reduce risk and to move on, developing their lives.</p> <p>Develop a housing needs DA lead providing specialist advice</p> <p>Brent Housing Management - BHM to pursue opportunity to gain DAHA accreditation</p> <p>Develop an effective referral pathway from DV to substance misuse services</p> <p>Partnership - Working effectively together to challenge all forms of abuse, increased partnerships with schools for earlier intervention</p> <p>Protection - To provide an effective criminal justice system and victim response.</p> <p>Participation - To pursue and assist perpetrators to reduce risk and to move on.</p>	<p>Community Safety</p> <p>DA Providers / Met Police</p> <p>Housing</p> <p>BHM</p> <p>Public Health/ WDP</p> <p>Partnership</p> <p>Met Police / Courts / DA</p> <p>DVIP / Met Police</p>	<p>Information is produced about the range of ways survivors and children can be protected will be available to staff across the partnership and includes referral, process guidance and development of data collection</p> <p>Increased use of Clare's Law by partners</p> <p>% Increased engagement of DVIP referrals</p> <p>% to be referred to New Beginnings integrated substance misuse service</p>	<p>A joined-up, developed partnership approach to VAWG with increased awareness and improved services available in Brent.</p> <p>Providing equal and fair access to services for survivors with distinct needs based on age, disability, ethnicity, gender, race, religion or sexuality.</p> <p>Development and promotion of 3rd party reporting Mechanisms</p> <p>Data collection will provide hotspots</p>	<p>Harlesden</p> <p>Wembley Central</p> <p>Willesden Green</p> <p>Stonebridge</p> <p>Neasden</p>	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Effective Communication approaches	<p>Implement and Update priority specific communication plans aligned to overarching strategic Community Safety Communication Plan.</p> <p>Incorporate key messages across peak periods</p> <p>Utilising accessible media sources</p> <p>Develop word of mouth, public led and good news stories</p> <p>Enable key learning to communicate across organisations and establishments</p> <p>Incorporate comms risk management messages</p> <p>Maintain website - update, current, relevant</p>	Community Safety / all Partnership / SBP	<p>Number of people attending workshops and conferences</p> <p>Number of people attending training sessions</p> <p>Single approach and clarity to messages</p> <p>Support to message manage</p>	<p>Impactful publicity</p> <p>Improved awareness and knowledge of local issues and activities</p> <p>Increased feedback</p> <p>Increased suggestions for improvements</p> <p>Local and national recognition of progress</p>	<p>Harlesden</p> <p>Wembley Central</p> <p>Willesden Green</p> <p>Stonebridge</p> <p>Neasden</p>	

# Knife Crime Action Plan

Key deliverables (key actions) and milestones will be achieved as set and reviewed by the Safer Brent Partnership (SBP).  
 \*\*Please note: Impact and Success, as well as Outcomes and Measures are aligned to multiple key activities within each Objective.

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
Reducing Gangs and Knives	Identifying those affected by gangs or Knife carriers and encouraging improved life choices through;  Prevention and awareness raising with young people, communities, diversion or enforcement	Proactive identification, Commission, contract manage and target interventions at gang members and those at risk and vulnerable.  Increased offer of Educational programs to Primary, Secondary and Pupil Referral Unit (PRU) – linked to consequences and harm  Support Schools to include knife crime and youth violence within their safeguarding plans  Seeking additional funding / resources for gap projects to support gang exit diversion from Knife Crime.  Involvement of specialist young people service from New Beginnings integrated substance misuse service to provide specialist support  Community Reassurance, Targeted Campaigns and Communication – linked to London Needs You Alive is an anti-knife crime campaign run by the Mayor of London , Op Sceptre Policing  Building community relations, resilience and empowerment.  Safeguards for home including flags, markers and target hardening  Allocation of Gangs worker and intervention work for 1-1 support  Provide additional resources across evenings and weekends to young/ people at risk  Delivering a peer training project to those who have engaged significantly with the Gang Intervention programme and exited gang lifestyle  Safer Schools Policing – integrated into wider tasking specialist support from public health to be provided as and when appropriate	Community safety / Offender Management Partners  Schools / Children Young People (CYP) / Community Safety  SBP  Public Health/ WDP  Strategy and Partnership / Community Safety  Strategy and Partnership / Community Safety  Housing / Met Police  CYP/ Community Safety  Met Police / CYP  Community Safety / Met Police  MET Police  Public Health	Reduction in offending for those referred onto Offender Management Programme (OMP)  Increase in personal safety.  Reduction in risk factor/ behaviour.  Increased quality of life.  Access to safe and secure accommodation if fleeing gang violence, victim of knife crime.  MOPAC targets achieved  Raise awareness of specialist young people's substance misuse services  Soft outcomes achieved through greater awareness and reduced risk and harm  Increased Customer focused information and engagement.  Increased feelings of safety for community  Increase in service user motivation for change.  Increased presence and support during most risky periods.  Increased resilience in young people and families who engage.  Increase in referrals to supportive agencies such as St Giles/Air Network/ London Gang Exit.  Increased engagement from young people  Local peer mentors supporting young people at risk  Increased intelligence  Better informed targeted Policing for prevention	MPS data source (using Ministry of Justice Proven Reoffending Measurement)  Self-Assessment Questionnaires taken at the start of intervention and point of intervention completion  Housing data audit  Reduction in number of young people at risk  Increase in referrals for specialist bands targeted support for young people.  Reduction in risk of targeted young people  Increased feelings of safety for residents  Schools Safeguarding Policy/ plans reflect knife crime and youth violence	Wembley High Road,  Neasden Town centre/along Neasden Lane,  Harlesden town centre, Old Church Road  Kilburn High Road	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Disrupting and dismantling criminal networks	Key Intelligence gathering through Outreach programs to build picture of risk and emerging locations of concern.  Utilise intelligence from specialist outreach team from New Beginning integrated substance misuse service.  Utilising CCTV evidence and intelligence to support proactive Police Tasking  Contribute to and implement knife crime strategy in conjunction with partners  Carrying out weapons sweeps in conjunction with local community members  Execution of drugs warrants resulting in crime and ASB reduction  Co-ordinated approach delivered through Local Joint Action Group partnership meetings  Intense offender management of offenders/ perpetrators identified  Increased actionable intelligence regarding county lines networks for the Organisation Crime Unit  Aiming to deliver an out of hours support program to Young offenders  Intervening through troubled families where family offending has been identified  Utilising Contextual Safeguarding approaches to create safe places and identify peer groups  Use of the Predictive Analysis modelling tool to identify YP vulnerable to risk.  specialist support from public health to be provided as and when appropriate	SBP/ Regeneration and Environment/ PTT  Public Health / WDP  CCTV / Met Police / Community Safety  SBP  Met Police  Met Police  PTT  Met Police  Community Protection ASB / Met Police  Regeneration and Environment  CYP  CYP  CYP  Community Safety / CYP  Public Health	Greater evidence base to support Policing action and ASB powers and tools  Improved targeting and identification of offenders.  Reduced community anxiety  Increased community engagement and developed relationship with policing  Offenders captured and sanctions delivered to restrict and or prevent offending  Increased number of tools and powers being used including CBOs  Increased understanding of all department enforcement frontline practitioners.  Increased intelligence and communications with Police Organised Crime Unit.	Crime and ASB reduction  Increase in arrests  Reduction in crime and ASB  Increase in the number of Criminal Behaviour Orders  Increase in referrals to supportive interventions to help break the cycle of offending and exit lifestyle  Increased identification of locations of risk and high criminal activity  Reduction in re-offending	Wembley High Road,  Neasden Town centre/along Neasden Lane,  Harlesden town centre, Old Church Road  Kilburn High Road	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Identifying, targeting and tackling violent crime linked to knives and or gangs	<p>Help those at risk of knife and gang-related offending exit lifestyle through our OMP.</p> <p>Integrate with local and national funded prevention and safeguarding programs</p> <p>Seeking to enhance the scope of the offer to young people known to YOS or on the fringes of offending to support interventions to reduce risk and increase safety</p> <p>Support and implement findings from the Outcome Based Review</p> <p>Researching Needs/Gaps and designing / coproducing new initiatives relating to Knife Crime</p> <p>Improved information sharing with NHS and provision (Red Thread) to support victims of knife/ gun crimes in acute Trauma and other medical support locations</p> <p>Knife Crime Programme for Young People and Parents - open to Youth Offending Services</p> <p>Increased data analysis –</p> <p>Use of the Predictive Modelling tool</p> <p>Key London authority supporting with the Home office and MPS Datathon</p> <p>Staff Training and supported delivery to enhance practice with client group</p> <p>YOS - Adoption of the Trauma Informed Approach and ST Giles STOP training</p> <p>Increasing access to the use of Knife arches and wands across key locations</p> <p>Increased schools specific Police officers</p> <p>Appropriate use of enforcement action to increase safeguards</p> <p>specialist support from public health to be provided as and when appropriate</p>	<p>Community Safety / Offender Management Partners</p> <p>SBP</p> <p>SBP / CYP</p> <p>SBP</p> <p>Community Safety Partnership</p> <p>Public Health/ CCG</p> <p>CCG / Public Health</p> <p>CYP</p> <p>Community Safety</p> <p>SBP</p> <p>CYP</p> <p>CYP</p> <p>Met Police / PTT</p> <p>Public Health</p>	<p>Reduction in Habitual Knife Carriers re-offending with a bladed article</p> <p>Combined resources, to increase access and provision</p> <p>Increase number of interventions available and localised community support</p> <p>Success from the OBR prototype pilots and longer term functionalities</p> <p>Achieving recognised best practice in response and diversion</p> <p>Monthly data sharing of Brent victims and ensuring action plans are in place locally.</p> <p>Increased understanding of; attitudes to carrying knives, the law, social implications of knife crime, victim awareness, conflict management and health.</p> <p>Findings will support earlier identification of vulnerable YP at risk</p> <p>Increased identification of people at risk of offending/ victimisation</p> <p>Workforce is educated and empowered to work with complex cohort</p> <p>Increased number of schools utilising these tools.</p> <p>Conditions and orders to prohibit / restrict as part of prevention safeguards</p>	<p>MPS HKC Matrix data source</p> <p>Reduction in reoffending</p> <p>Using Ministry of Justice Reoffending Measurement</p> <p>Knife Enabled Crime activity tracker</p> <p>Outcomes achieved in relation to intervention programs</p> <p>Red Thread/NHS data</p>	<p>Wembley High Road,</p> <p>Neasden Town centre/along Neasden Lane,</p> <p>Harlesden town centre, Old Church Road</p> <p>Kilburn High Road</p>	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Reducing Serious Youth Violence	<p>Re-distribution of resources to meet localised area need</p> <p>Aligned to the development of the London serious violence strategy</p> <p>Test Purchasing exercises – to prevent the underage sale of knives in local stores</p> <p>Police Partnership Tasking Team, tasked to respond to demand and intelligence led issues</p> <p>Co-ordinated mapping and analysis of service intervention and continual needs analysis</p> <p>Devising new intervention approaches with local community groups to tackle community issues</p> <p>specialist support from public health to be provided as and when appropriate</p>	<p>CYP / Community Safety</p> <p>CYP / Community Safety</p> <p>Trading Standards and Met Police</p> <p>Community Safety/ Met Police/ PTT</p> <p>Community Protection</p> <p>Strategies and Partnership</p> <p>Public Health</p>	<p>Quick time response to work with YP to prevent serious harm. Street Based support.</p> <p>The Strategy would cover homicide, robbery, knife crime, firearms, acid attacks, gang related violence (GBH, assault), county lines (including exploitation), gang related online crime and moped enabled crime.</p> <p>Strengthen and prevent opportunities for Young People to purchase knives</p> <p>Increased Policing presence, Policing powers and tools, Reduction in hot spot location</p> <p>To support, commission and direct targeted interventions</p> <p>Increased engagement opportunities</p>	<p>Reduction in Knife Crime</p> <p>Reduction knife related injuries</p> <p>Crime Analysis - Offenses with a bladed article</p> <p>Knife Enabled Crime activity tracker</p> <p>Findings from exercise</p> <p>Reduction in reoffending</p> <p>A&amp;E admission statistics</p>	<p>Wembley High Road,</p> <p>Neasden Town centre/along Neasden Lane,</p> <p>Harlesden town centre, Old Church Road</p> <p>Kilburn High Road</p>	

## Reducing offenders from reoffending Action Plan

Key deliverables (key actions) and milestones will be achieved as set and reviewed by the Safer Brent Partnership (SBP).  
 \*\*Please note: Impact and Success, as well as Outcomes and Measures are aligned to multiple key activities within each Objective.

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
Reducing Offenders and Perpetrators from Reoffending	Reducing reoffending and engaging offenders	Increase the level of multi-agency support available Access to DVIP Perpetrator Program Addressing the mental health needs of offenders Tasking borough resources to target offenders who are not engaging, who continue to commit crime or who are not complying with their licence or court conditions. Closer monitoring of Offenders Tackling the wider factors which drive crime and offending – <ul style="list-style-type: none"> <li>Substance misuse</li> <li>Homelessness</li> <li>Unemployment</li> <li>Looked After</li> </ul> Dismantling open drug markets Intelligence led approaches to disruption Ensuring steps are taken to design out crime Addressing the substance misusing needs of offenders	SBP DVIP Mental Health Services MET Police / Community Safety National Probation Service and CRC SBP MET Police SBP Brent Planning / Met Police Public Health / WDP	Reduction of fear of crime Reduction of risk to CYP where a perp remains within the household % Perpetrators engaged in behaviour change and completed the program Increased Policing sanctions Effective disposal at an early stage of the criminal justice system Reduce the number of all crimes Reduce the number of repeat perpetrators Reduce the cost to the partnership / community of offending Reduction in the number of repeat locations identified at LJAGs Increase in the number of offenders engaging with New Beginnings integrated substance misuse service Increase in those successfully completing treatment and recovery programmes and reducing reoffending	Improved emotional well being Ability to consider and apply skills developed to prevent further DA incidents Behavioural change to Perps of DA Community feel safer Increased Policing and visibility provides reassurance to community Reduction in substance misuse related offending and repeat offending. Source: NDTMS	Harlesden Wembley Central Kilburn Stonebridge Neasden	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Managing the needs of the most prolific offenders to reduce offending	Offering support to ensure housing needs are met Supporting offenders with finance, benefits and / or debt issues. Including practical application and management of finance Clear support offered and or mandatorily required through DRR and ATR where substance (drugs and alcohol) misuse is identified Support early intervention and through care provided by New Beginning Criminal Justice Team through Magistrates Court at Willesden, Probation, and Custody suite and for those leaving prison. Ensure those within IOM Cohort attend appointments, reoffending groups and other interventions as and when required. Sharing key information through OMPF and other forums to prevent reoffending and reduce risk.	Housing Department Of Work and Pension Public Health / WDP Public Health / WDP Public Health / WDP SBP	Increased emotional wellbeing Increase in the number of offenders engaging with New Beginnings integrated substance misuse service Increase in those successfully completing treatment and recovery programmes and reducing reoffending Referral pathways to clinical specialists located in the New Beginnings service. no. accessing rehabilitation and completing successfully monitoring OMPF cohort for % reduction in reoffending	Improved Partnership working Avoiding eviction or repossession Improved knowledge and awareness of the impact of drug and alcohol misuse on individual offending behaviour Improved confidence from partners referring into the New Beginnings integrated substance misuse provision. Reduction in offender's problematic substance misuse this can be measured via TOPS and NDTMS. Improved take up of wider health services Increasing legitimate sources of income e.g through employment Improved knowledge and awareness of the impact of drug and alcohol misuse Improved confidence from partners referring into Substance misuse provision Decreased drug and alcohol misuse Improved take up of health services	Harlesden Wembley Central Kilburn Stonebridge Neasden	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Supporting the Youth Offending Team and the Troubled Families programme through enhancing direct delivery	Young people and crime: Preventing first time offending  Tackling high impact crime  Ensure young people at risk engage with diversionary activities  Develop additional targeted programmes for young people committing high impact crime  Co-location of key workers (1x YOT and 1 x WWF) from New Beginnings integrated substance Misuse service	Youth Offending  Met Police  Children and Young People Service  Youth Offending  Public Health / WDP	Reduction in the number of first time entrants to YOT  Increase of access to diversionary activities  No. referred and attending programs  Use of conditional caution and restorative justice for youth and adult offenders (including first offence)  Strengthened pathways into specialist substance misuse services	Young people growing in positive environments, feeling safe  Young people have more positive opportunities  Young make positive life choices  Cycles of crime and offending within families are broken  Increase in the numbers engaging with New Beginnings integrated substance misuse service  Increase in those successfully completing treatment and recovery programmes and reducing reoffending	Harlesden Wembley Central Kilburn Stonebridge Neasden	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Identifying routes to positive progression	Co-ordinate all Awareness and training sessions delivering key messages to partners  Supporting offenders with education, training and employment needs  Provide additional support to offenders with limited or no literacy or numeracy skills  Ensure offenders linked into Treatment and Recovery services at the earliest opportunity at the point of arrest or release from custody	Community Safety Partnership  CRC / Probation  Public Health / WDP	Equip crime causing individuals to integrate into society  Improved employability  Increased number of offenders in employment and training  Improved Health and Economic wellbeing of the offender  Strengthened pathways into specialist substance misuse services	Improved ability to fund lifestyle through legitimate income  More positive involvement with social activities  Increase in the numbers engaging with New Beginnings integrated substance misuse service  Increase in those successfully completing treatment and recovery programmes and reducing reoffending	Harlesden Wembley Central Kilburn Stonebridge Neasden	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Effective Communication approaches	Implement and Update priority specific communication plans aligned to overarching strategic Community Safety Communication Plan.  Incorporate key messages across peak periods  Utilising accessible media sources  Develop word of mouth, public led and good news stories  Enable key learning to communicate across organisations and establishments  Incorporate comms risk management messages  Maintain website - update, current, relevant	Community Safety / all Partnership / SBP	Number of people attending workshops and conferences  Number of people attending training sessions  Single approach and clarity to messages  Support to message manage	Impactful publicity  Improved awareness and knowledge of local issues and activities  Increased feedback  Increased suggestions for improvements  Local and national recognition of progress	Harlesden Wembley Central Kilburn Stonebridge Neasden	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	County Lines - understanding and responding	Undertake a Partnership review of County lines – Home Office to facilitate review  ‘OUT THERE – Response and Rescue’ program, maximising local delivery and access  Sharing key knowledge and learning – cross agency and with locations of repeat (out of borough)  Use of the Integrated Risk Management (IRM) to identify frequent missing young people and potential risk of county lines  specialist support from public health to be provided as and when appropriate	Community Safety/ Partnership  Community Safety  Community Safety  CYP/ Community Safety, Met Police  Public Health	Greater Understanding of Key Drivers and Gaps in delivery / Support  Improved outcomes for YP who are at risk or being exploited by criminal networks through drug dealing (cross border) and other organised crime whilst recognising that carrying weapons and knives	Review findings  Total interventions with target group and risk minimisation action taken  MPS arrest locations / repeat are reduced  Reduction in missing episodes	Wembley High Road,  Neasden Town centre/along Neasden Lane,  Harlesden town centre, Old Church Road  Kilburn High Road	
	Effective Communication approaches	Implement and Update priority specific communication plans aligned to overarching strategic Community Safety Communication Plan.  Incorporate key messages across peak periods  Utilising accessible media sources  Develop word of mouth, public led and good news stories  Enable key learning to communicate across organisations and establishments  Incorporate comms risk management messages  Maintain website - update, current, relevant	Community Safety / all Partnership / SBP	Number of people attending workshops and conferences  Number of people attending training sessions  Single approach and clarity to messages  Support to message manage	Impactful publicity  Improved awareness and knowledge of local issues and activities  Increased feedback  Increased suggestions for improvements  Local and national recognition of progress	Wembley High Road,  Neasden Town centre/along Neasden Lane,  Harlesden town centre, Old Church Road  Kilburn High Road	

## Vulnerability and Safeguarding Action Plan

Key deliverables (key actions) and milestones will be achieved as set and reviewed by the Safer Brent Partnership (SBP).  
 \*\*Please note: Impact and Success, as well as Outcomes and Measures are aligned to multiple key activities within each Objective.

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
Reducing Vulnerability and increasing Safeguarding	Supporting and protecting those most vulnerable in our community	To promote public confidence and reassurance Empowering communities To undertake targeted proactive operations to identify premises where drug possession and dealing is suspected an Cuckooing/ property take over To raise awareness to residents of how to 'target harden' their properties Promote New Beginnings integrated Substance Misuse Service and raise profile of the Outreach Team. Raise profile of Single Point of Contact and 24/7 helpline for substance misuse. To raise awareness of rogue traders, doorstep crimes and scams Develop new programmes offering support e.g. street pastors To promote services available to residents who need support relating to alcohol or drug abuse. Strengthen Community MARAC to ensure key partners are representative of all areas of need for victims. Produce more thorough and holistic guidance around vulnerable individuals, frailty and ill health.	SBP Policy and Strategies Social Care, Met Police, Public Health / substance Misuse Community Safety / Met Police, victim support Public Health / substance Misuse Public Health / substance Misuse Trading standards Public Health / Health Public Health / substance Misuse Community Safety / SBP CCG, Public Health, Social Care	Increasing Brent's resident survey responses to the perception of Safety. Residents survey perception of policing and response to matters that affect them Reduction in the number of drug related offences within the borough Joint outreach activity with MPS Safer Neighbourhood Teams, liaison with residents groups, LJAGS and Student Halls. Targeted information stalls in selected venues including community hubs etc	Community feel reassured, safe and supported Increased awareness of substance misuse services Increase in referrals and contact with New Beginnings integrates services via the single point of contact. Services are readily available to residents who need support relating to alcohol or drug abuse. More targeted support. Developed third-sector partners for collaboration that provide support where there are gaps. Clear guidance and protocols to support access to services and intervention to those most in need sooner.	Willesden Green Harlesden Kilburn Kensal Green Stonebridge	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Supporting and protecting those most vulnerable in our community	To promote public confidence and reassurance Empowering communities To undertake targeted proactive operations to identify premises where drug possession and dealing is suspected an Cuckooing/ property take over To raise awareness to residents of how to 'target harden' their properties Promote New Beginnings integrated Substance Misuse Service and raise profile of the Outreach Team. Raise profile of Single Point of Contact and 24/7 helpline for substance misuse. To raise awareness of rogue traders, doorstep crimes and scams Develop new programmes offering support e.g. street pastors To promote services available to residents who need support relating to alcohol or drug abuse. Strengthen Community MARAC to ensure key partners are representative of all areas of need for victims. Produce more thorough and holistic guidance around vulnerable individuals, frailty and ill health.	SBP Policy and Strategies Social Care, Met Police, Public Health / substance Misuse Community Safety / Met Police, victim support Public Health / substance Misuse Public Health / substance Misuse Trading standards Public Health / Health Public Health / substance Misuse Community Safety / SBP CCG, Public Health, Social Care	Increasing Brent's resident survey responses to the perception of Safety. Residents survey perception of policing and response to matters that affect them Reduction in the number of drug related offences within the borough Joint outreach activity with MPS Safer Neighbourhood Teams, liaison with residents groups, LJAGS and Student Halls. Targeted information stalls in selected venues including community hubs etc	Community feel reassured, safe and supported Increased awareness of substance misuse services Increase in referrals and contact with New Beginnings integrates services via the single point of contact. Services are readily available to residents who need support relating to alcohol or drug abuse. More targeted support. Developed third-sector partners for collaboration that provide support where there are gaps. Clear guidance and protocols to support access to services and intervention to those most in need sooner.	Willesden Green Harlesden Kilburn Kensal Green Stonebridge	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	CSE, identifying those at risk and Safeguarding them	To support national, regional and local awareness campaigns Linked to actions in the MASE and VA Panel action plans Ensuring access to social care and support services Develop operation 'Makesafe' to increase safeguards and safe places Staff has received appropriate online or bespoke CSE training. Greater understanding of local risk based on data and intelligence Developing new local initiatives and implementing pan London programs such as 'Out There'	CYP / SBP CYP Social Care Met Police CYP CYP Community Protection	No. of social media webpage campaigns. No. of CSE cases managed and monitoring of perpetrators Reduction in reoffending To reduce the number of CSE offences within the borough. No. engaged with Harmful relationships worker No. of attendees at key CSE training sessions	Children feeling safer Professionals are more alert and aware of indicators Clear simple reporting routes Access to timely support and interventions	Willesden Green Harlesden Kilburn Kensal Green Stonebridge	
	Supporting victims of crime to reduce fear and increase safety	Ensuring access to victim support and social care services Identify any gaps in provision of available services for victims To provide practical and technological support to victims and vulnerable people Through Local Joint action groups, deliver targeted interventions and response Identify protective measures through the CMARAC	Social Care / Victim Support Victim Support / Partnership Community Protection / Met Police Partnership	Perception of crime community survey results No. referrer and engaged with victim support Referral and risk reduced in CMARAC	Living in a safe and healthier borough. Victims feeling safer Increased access by all community in public spaces Stronger safer communities	Willesden Green Harlesden Kilburn Kensal Green Stonebridge	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Promoting the Prevention of Hate Crime	To support national, regional and local awareness campaigns To encourage the reporting of Hate Crime To increase understanding of Hate Crime across service areas, key partners, and third sector organisations. To promote partnership working and holistic response to Hate Crime. Review Partnership offer and analyse impact of delivery Promote community cohesion developing key cohesive community events e.g borough of culture 2020	Strategies and Partnerships Met Police / Partnerships Community Safety Strategies and Partnerships SBP Partnership Public Health / partnership	Residents Survey response No of reported crimes increase through awareness raising	Increase awareness, confidence and reassurance with communities. Increased understanding of how to report Hate Crime. Increased understanding by staff of services available to victims of Hate Crime.	Willesden Green Harlesden Kilburn Kensal Green Stonebridge	
	PREVENT to safeguarding those most at risk of radicalisation and extremism	To promote and raise awareness of the Prevent agenda to local authority contractors and partners. Monitoring and review of PREVENT Support the Channel process by attending and supporting multi agency Channel panel meetings where relevant. Ensure involvement of local communities within Prevent and assess local impact of activity on these communities. Ensure front-line staff has access to and received Prevent training	Strategy and Partnership Strategy and Partnership / Met Police Partnership Strategy and Partnerships Strategy and Partnership	No. of Channel cases and their progress. No. of front-line staff received Prevent training. Monitoring forms and types of extremism and radicalisation	Increased knowledge and awareness of PREVENT A suitable support package to those identified at risk Increased community awareness for protect from extremism Easy reporting routes	Boroughwide	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Effective Communication approaches	<p>Implement and Update priority specific communication plans aligned to overarching strategic Community Safety Communication Plan.</p> <p>Incorporate key messages across peak periods</p> <p>Incorporating the Stronger Communities Strategy and its actions</p> <p>Utilising accessible media sources</p> <p>Develop word of mouth, public led and good news stories</p> <p>Enable key learning to communicate across organisations and establishments</p> <p>Incorporate comms risk management messages</p> <p>Maintain website - update, current, relevant</p>	Community Safety / all Partnership / SBP	<p>Number of people attending workshops and conferences</p> <p>Number of people attending training sessions</p> <p>Single approach and clarity to messages</p> <p>Support to message manage</p>	<p>Impactful publicity</p> <p>Improved awareness and knowledge of local issues and activities</p> <p>Increased feedback</p> <p>Increased suggestions for improvements</p> <p>Local and national recognition of progress</p>	<p>Harlesden</p> <p>Wembley Central</p> <p>Kilburn</p> <p>Stonebridge</p> <p>Neasden</p>	

Priority Areas	Objective	Key Actions	Who	**Impact and Success	**Outcome / Measures	Area targeted intervention	RAG
	Addressing offenders of ASB	<p>Use a range of tools and powers under the ASB Crime and Policing Act 2014. including:</p> <ul style="list-style-type: none"> <li>Closure Notices and Orders</li> <li>Criminal Behaviour Order (CBO)</li> <li>Public Spaces Protection Order (PSPO)</li> <li>Community Protection Notice (CPN)</li> <li>Civil Injunctions</li> <li>Absolute Grounds of Possession</li> </ul> <p>Working in conjunction with Youth Offending services where YP are identified to offer additional support</p>	Anti-Social Behaviour Team CYP	<p>Enforcing street drinking hotspots around the borough</p> <p>Use of Community Protection Warnings and Notices for low level offenders.</p> <p>Effective enforcement of our PSPO orders.</p>	<p>Reduction in street drinking calls from the previous 12 months.</p> <p>Reduction in ASB offending in hotspot areas and effective use of tools and powers to tackle offenders.</p> <p>Reduction in Nuisance calls regarding the Honeypot Lane PSPO order.</p> <p>Increase public confidence in each of the three ward clusters.</p>	Borough wide	
	Supporting to reduce the risk and harm caused by ASB	<p>Action taken to identify and tackle repeat victims of antisocial behaviour and crime.</p> <p>Identification and action taken with nuisance and repeat callers</p> <p>Work with Youth offending service to identify opportunities for Restorative Practice</p> <p>specialist support from public health to be provided as and when appropriate</p>	Anti-Social Behaviour Team/ Community Safety Team CYP Public Health	<p>Appropriate referrals to the Community Marac for our highest repeat callers and vulnerable individuals engaged or impacted by antisocial behaviour or crime.</p> <p>Victims feel listen to</p>	Reduction in repeat callers from the last 12 months.	Borough wide.	

# ASB Action Plan

Key deliverables (key actions) and milestones will be achieved as set and reviewed by the Safer Brent Partnership (SBP).  
 \*\*Please note: Impact and Success, as well as Outcomes and Measures are aligned to multiple key activities within each Objective.

Priority Areas	Objective	Key Actions	Who	**Impact and Success	**Outcome / Measures	Area targeted intervention	RAG
Reducing Anti-Social Behaviour (ASB)	Tackling negative behaviour in our shared public spaces	the Local Joint Action Groups to address intelligence led ASB hotspots Working with Partners to ensure a shared approach to Contextual Safeguarding and developing Safer places Increase access to youth offers and opportunity with partners Working with schools and schools police to create a campaign in line with Citizenship and PHSE Implementing outreach substance misuse provision to support those in public spaces and to engage in local services Support through Parenting Programs to help parent in managing behaviours in public spaces Working with local residents to have greater awareness of ASB and other nuisance activities – and what to do. specialist support from public health to be provided as and when appropriate	LJAG members. Community Safety/ CYP / Anti-Social Behaviour Team CYP CYP Public Health / substance Misuse CYP Anti-Social Behaviour Team Public Health	Effectively identifying hotspots and reducing ASB incidents More locations which are trained in supporting young people Empowering communities and building partnerships Schools are invested in reducing youth related ASB Increased accessibility to the New Beginnings integrated substance misuse service. Promote awareness of the Single Point of Contact 24/7 help for substance misuse	Reduction in hot spot areas after targeted intervention through the LJAGs. Young people report feeling safer in the community Increase business sign up to operation make safe Increase in referrals to New Beginnings integrated substance misuse service Increase in those engaging in recovery programmes. referrals to treatment	Harlesden Cluster Wembley Cluster Willesden Cluster	

Priority Areas	Objective	Key Actions	Who	**Impact and Success	**Outcome / Measures	Area targeted intervention	RAG
	Using tools and powers to tackle Open drug	Use of Community Protection Notices to tackle 1st time offenders. Targeted use of Criminal Behaviour Orders for prolific offenders charged with criminal offences. Active delivery of the Substance misuse outreach team to support drug users and divert from negative life choices	Anti-Social Behaviour Team / Brent Police Public Health/ CCG	Increased used of Criminal Behaviour Orders of identified drug dealers.	Reduction in open drug markets.	Willesden Ward Harlesden Ward Neasden Town Centre. Kingsbury Town Centre. Wembley High Road	
	Utilising Met Patrol Plus / PTT to support local enforcement and intervention	Develop a balanced enforcement programme with the PTT on all Safer Brent Partnership Priorities.	ASB and Crime Manager/ Community Safety/ Police	Robust enforcement of all SBP priorities.	Increased enforcement activity across all priorities.	Borough wide.	
	Effective Communication approaches	Implement and Update priority specific communication plans aligned to overarching strategic Community Safety Communication Plan. Incorporate key messages across peak periods Utilising accessible media sources Develop word of mouth, public led and good news stories Enable key learning to communicate across organisations and establishments Incorporate comms risk management messages Maintain website - update, current, relevant	Community Safety / all Partnership / SBP	Number of people attending workshops and conferences Number of people attending training sessions Single approach and clarity to messages Support to message manage	Impactful publicity Improved awareness and knowledge of local issues and activities Increased feedback Increased suggestions for improvements Local and national recognition of progress	Borough wide	





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	<p align="center"><b>Council</b> 17 September 2018</p>
	<p align="center"><b>Report from the Chief Finance Officer</b></p>
<p><b>2017/18 Treasury Management Outturn Report</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b> (only applicable for Cabinet, Cabinet Sub Committee and officer decisions)	Key
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
<b>No. of Appendices:</b>	Two: <ul style="list-style-type: none"> <li>• Debt and Investment Portfolio Position 31/3/2018</li> <li>• Prudential Indicators</li> </ul>
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	Daniel Omisore Head of Finance Tel: 020 8937 3057 Email: <a href="mailto:Daniel.Omisore@brent.gov.uk">Daniel.Omisore@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 This report updates members on Treasury Management activity and confirms that the Council has complied with its Prudential Indicators for 2017/18.

## 2.0 Recommendation

- 2.1 Council is asked to consider and note the 2017/18 Treasury Management outturn report, in compliance with CIPFA's Code of Practice on Treasury Management (the Code).

### **3.0 Detail**

- 3.1 The Council's treasury management activity is underpinned by the Code, which requires authorities to produce annually Prudential Indicators and a Treasury Management Strategy Statement on the likely financing and investment activity. The Code also recommends that members are informed of treasury management activities at least twice a year.
- 3.2 This report fulfils the Council's obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the CLG Investment Guidance.
- 3.3 The Council has borrowed money over the long term to support investment in the Council's infrastructure and also invests cash balances held for short periods. It is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are central to the Council's treasury management strategy.

#### **Economic background**

- 3.4 The UK grew at the same pace in 2017 as in 2016 however the latest estimates showed signs of slowing. Q1 2018 GDP showed year-on-year growth of 1.2% but quarterly growth of just 0.1%. Services and production grew in Q1 with agricultural and construction output decreasing. Consumer Price Index (CPI) has increased to 3.1% in November due to the weakness of the pound but has since fallen back to 2.4% at the time of writing. The Bank of England has indicated that it would like inflation to return to its 2% target over the next 18 to 24 months. Employment is currently at a record level of 75.6% of the working age population with the number of people in work increasing through the year. The unemployment rate fell to 4.2% from 4.6% a year earlier. Real wage growth remained negative for most of the year only turning positive at the end of the year.
- 3.5 Political events have continued to give rise to a very uncertain environment. Economic activity has gained momentum in the Eurozone and the US economy continues to grow steadily. However, this is balanced off against uncertainties over Brexit in the UK, geopolitical tensions and the imposition of tariffs initiated by the US. Therefore it is difficult to forecast what effect this will have on the way the UK economy develops.

#### **Gilt Yields and Money Market Rates**

- 3.6 Gilt yields (the rate of interest on UK government borrowing) showed significant volatility through the year. They fell in the first quarter of 2017/18 and then rose

in the third and final quarters. 10 year yields ended the year at 1.35% and 20 years at 1.70% both higher than at the start of the year.

- 3.7 Interest rates on short term inter-bank lending rose as a result of the increase in the bank rate.

### **The Borrowing Requirement and Debt Management**

- 3.8 The table below summarises the Council's borrowing activity during 2017/18. The Council's underlying need to borrow as measured by the Capital Financing Requirement (CFR) was £665m at 31/03/2018.

	<b>Balance 01/04/2017 (£m)</b>	<b>New Borrowing (£m)</b>	<b>Borrowing Repaid (£m)</b>	<b>Balance 31/03/2018 (£m)</b>	<b>Average Rate (%)</b>	<b>Average Life (Years)</b>
<b>CFR</b>	<b>581</b>			<b>665</b>		
<b>Short Term Borrowing</b>	<b>0</b>	51	30	<b>21</b>	0.57	0
<b>Long Term Borrowing</b>	<b>415</b>	0	4	<b>411</b>	4.82	34.6

- 3.9 At 1 April 2017 the Council had £415 million of long-term borrowing, to finance its previous years' capital programmes. With short-term interest rates being much lower than long-term rates, it was more cost effective in the short-term to use internal resources rather than undertake further long-term borrowing. By doing so, the Council has been able to reduce net borrowing costs and reduced overall treasury risk as overall long-term borrowing has been reduced slightly.
- 3.10 Temporary borrowing was used during the year at times of low cash balances to maintain liquidity. The average rate on long term borrowing of 4.82% was higher than last year's rate of 4.79% and this was due to the redemption of £4m of PWLB loans that are paid back steadily over their lifetime.
- 3.11 If the Council were to repay its long term borrowing this would involve paying a premium to compensate PWLB for their inability to relend the money at the rate at which they have financed the loan. For example, the Council's most expensive loan is £3.05m at a rate of 8.875%, to repay it would cost £0.781m, a 26% premium on the value of the loan before the cost of re-financing. In short, the cost of re-financing our loans under the Government's punitive approach means is not economical. However this analysis might change if interest rates returned to historically normal levels.

- 3.12 The Treasury Management Strategy approved by the Council in February 2017 states that the Council will maintain borrowing at the lowest level consistent with prudent management of the Council's finances. This implies that, at present discount rates, we will not undertake premature repayment of debt but that, in conjunction with our Treasury Management advisers, Arlingclose, we will remain abreast of developments and be prepared to borrow up to the level of CFR if a significant permanent rate rise appears likely. These circumstances did not arise during the year.
- 3.13 The Authority has £80.5m exposure to LOBO loans (Lender's Option Borrower's Option) of which £10m of these can be "called" within 2018/19.
- 3.14 Under the LOBO arrangements lenders can exercise their rights at set times to amend the interest rate on the loan. At that point, the Borrower can accept the revised terms or reject them and repay the loan without penalty. LOBO loans present a potential refinancing risk to the Authority since the decision to call a LOBO is entirely at the lender's discretion. This risk is mitigated by the fact that the Council's current cash holdings mean that any repayment could be accommodated by reducing deposits. It is also unlikely that LOBO loans will be called at the present time due to low interest rates – this may change in the future if rates rise.
- 3.15 Any LOBOs called will be discussed with Arlingclose prior to acceptance of any revised terms. The default position will be the repayment of the LOBO without penalty i.e. the revised terms will not be accepted.
- 3.16 There are complex arguments made about LOBOs, by their supporters and by their detractors. The Council's position is simply that the LOBOs are part of its portfolio, and must therefore be managed as effectively as possible. There are no plans to enter into further LOBO contracts. However, it should be noted that the average rate of interest being paid on LOBOs is little different to that on PWLB debt (4.87% compared to 4.80% at 31 March). The most expensive LOBO was at 7.386% on 31 March 2018, compared with the most expensive PWLB at 8.875%.

### **Forward Borrowing**

- 3.17 The Council is currently reviewing the feasibility of taking out forward loans to fund the burgeoning capital programme. Options are available to fix the rate now for a period of up to five years in advance. This would allow the Council to maintain a short term, cheap position, with the added comfort of fixed rate loans being drawn down in the future in parallel with our capital commitments.
- 3.18 The risks are, once committed the funds must be taken and the market rates could potentially be cheaper in future although this is unlikely with current

interest rates being so low. The Treasury function is currently looking at options with our advisers and are in active discussions with potential lending institutions. A detailed report setting out those considerations is included elsewhere on the agenda.

### Investment Activity

- 3.19 Both CIPFA and the CLG Investment Guidance require the Council to invest prudently and have regard to the security and liquidity of investments before seeking the optimum yield. The table below summarizes investment activity during 2017/18.

<b>Investments</b>	<b>Balance on 01/04/2017 (£m)</b>	<b>Investments made (£m)</b>	<b>Investments repaid (£m)</b>	<b>Balance on 31/03/2018 (£m)</b>	<b>Average Rate on 31/03/2018 (%)</b>
<b>Fixed Term Deposits</b>	151	221	267	105	0.48
<b>Marketable instruments</b>	0	15	15	0	n/a
<b>Money Market Funds and notice deposits</b>	16	736	717	35	0.43
<b>TOTAL INVESTMENTS</b>	<b>167</b>	<b>972</b>	<b>999</b>	<b>140</b>	<b>0.47</b>

- 3.20 Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2017/18 which defined "high credit quality organisations" as those having a long-term credit rating of A- or higher that are domiciled in the UK or overseas where the sovereign rating is AA+ or higher.
- 3.21 The growth of bail-in risk gave rise to the decision to restrict the maximum maturity with market financial institutions to three months and use only marketable instruments issued by them. Bail-in means that long-term loans in financial institutions are converted into equity (shares) that are not easily convertible for many years, preventing Brent from accessing the resources, and potentially giving them a hefty cut in their value.

- 3.22 New investments with banks and Building Societies have been undertaken by means of marketable instruments. The risk of bail in has recently declined for many UK institutions, but investment decisions still need to be made on a case by case basis.
- 3.23 Following the financial crisis and the increasing complexity of financial products the European Commission conducted a review of the existing Markets in Financial Instruments Directive (MiFID) regulations. The result of this review is the MiFID II regulations which took effect from January 2018. The main change from these regulations is that the council would be reclassified as a retail client with the opportunity to opt up to professional client status. As a retail client the council would have increased protection however this would be balanced against potentially higher fees and access to a more limited range of products. The Authority has met the conditions to opt up to professional status and has done so in order to maintain its status prior to January 2018.

#### **Credit developments and credit risk management**

- 3.24 The Council assessed and monitored counterparty credit quality with reference to credit ratings, credit default swaps (a means of insuring loans), perceived credit-worthiness of the country in which the institution is registered and its share price. The minimum long-term counterparty credit rating determined by the Council for the 2017/18 treasury strategy was A- across rating agencies Fitch, S&P and Moody's. The Council continues to monitor risks, with advice from Arlingclose. The Council did not make any deposits with institutions in the Eurozone during the year.

#### **Liquidity Management**

- 3.25 Combining changes to the regulatory environment and our adoption of a mainly three month lending limit, investments with financial institutions are now normally by means of purchasing 3 month Certificates of Deposit (CDs). Longer maturities with more attractive rates can be obtained from Local Authorities, though these will depend on being able to satisfy demand when it arises. At peak periods, mindful of the primacy of security as a criterion for decision making, substantial balances may be held in short term investments, particularly Money Market Funds. The use of short term borrowing at times of lower cash balances is judged to maintain a prudent balance between maintaining security and liquidity and achieving a reasonable yield on investments, this approach was required during February and March 2018.

## **Yield**

- 3.26 The UK Bank Rate increased to 0.50% in November 2017. Short term money market rates increased as a result but remained relatively low. This continued to have a significant impact on investment income. The average 3-month LIBID rate during 2017/18 was 0.39% and the 1-year LIBID rate averaged 0.69%. The low rates of return on the Council's short-dated money market investments reflect prevailing market conditions and the Council's objective of optimising returns commensurate with the principles of security and liquidity.
- 3.27 The Council's budgeted investment income for the year had been estimated at £1.4m. The average cash balance during 2017/18 was £179m during the period and interest earned was £0.7m, an average return of 0.41%. (2016/17 - £0.9m on an average cash balance of £199m or 0.52%).

## **Update on Investments with Icelandic Banks**

- 3.28 The Council has recovered 98% of its £10 million deposit with Heritable Bank. The administrators have not made any further estimate of final recoveries yet, though a further distribution is expected, subject to the outcome of a legal case.

## **Compliance**

- 3.29 The Council confirms that it has complied with its Prudential Indicators for 2017/18, which were approved by the Council on 27 February 2017 as part of the Council's Treasury Management Strategy Statement.
- 3.30 In accordance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2017/18. None of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield. Further information is set out in Appendix 1 and 2.

## **Investment Training**

- 3.31 The needs of the Council's treasury management staff for training in investment management are kept under review and considered as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change.
- 3.32 During 2017/18 staff attended training courses, seminars and conferences provided by Arlingclose and CIPFA.

#### **4.0 Financial Implications**

4.1 Already noted within the report as this is the Treasury Management Outturn Report.

#### **5.0 Legal Implications**

5.1 None identified.

#### **6.0 Equality Implications**

6.1 None identified.

#### **7.0 Consultation with Ward Members and Stakeholders**

7.1 On the 26 July 2018 the Audit & Advisory Standards Committee reviewed the contents of the Treasury Outturn report and resolved that it should be forwarded to Cabinet in compliance with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management.

#### **8.0 Human Resources/Property Implications (if appropriate)**

8.1 None identified.

**Report sign off:**

**CONRAD HALL**  
Chief Finance Officer

## Debt and Investment Portfolio Position 31/3/2018

	31/03/2018 Actual Portfolio £m	Average Rate as at 31/03/2018 %
<b>External Borrowing:</b>		
PWLB – Maturity	288	5
PWLB – Equal Instalments of Premium	27	2.6
Fixed Rate Market Loans	15	4.3
LOBO Loans	81	5
Short Term Borrowing	21	0.8
<b>Total External Borrowing</b>	<b>432</b>	<b>4.6</b>
<b>Other Long Term Liabilities:</b>		
PFI	29	9.5
<b>Total Gross External Debt</b>	<b>461</b>	<b>4.9</b>
<b>Investments:</b>		
Deposits	105	0.5
Money Market Funds	35	0.4
<b>Total Investments</b>	<b>140</b>	<b>0.5</b>
<b>Net Debt</b>	<b>321</b>	<b>6.9</b>

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## Prudential Indicators

### (a) Capital Financing Requirement (CFR)

The Council's cumulative maximum external borrowing requirement for 2017/18 is shown in the table below:

Capital Financing Requirement	31/03/2018	31/03/2018
	Estimate	Actual
	£m	£m
General Fund	446	515
HRA	155	150
<b>Total CFR</b>	<b>601</b>	<b>665</b>

### (b) Gross Debt and the Capital Financing Requirement:

In order to ensure that over the medium term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

Debt	31/03/2018	31/03/2018
	Estimate	Actual
	£m	£m
Borrowing	411	432
PFI liabilities	29	29
<b>Total Debt</b>	<b>440</b>	<b>461</b>
<b>Capital Financing Requirement</b>	<b>601</b>	<b>665</b>
<b>Borrowing in excess of CFR?</b>	No	No

### (c) Authorised Limit and Operational Boundary for External Debt

The Operational Boundary for External Debt is based on the Council's estimate of most likely, i.e. prudent, but not worst case scenario for external debt. It links directly to the Council's estimates of capital expenditure, the capital financing requirement and cash flow requirements and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Council's debt.

The Authorised Limit for External Debt is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

The Director of Finance confirms that there were no breaches to the Authorised Limit and the Operational Boundary during 2017/18.

	<b>Operational Boundary (Approved)</b>	<b>Authorised Limit (Approved)</b>	<b>Actual External Debt 31/03/2018</b>
Borrowing			432
Other Long-term Liabilities			29
<b>Total</b>	<b>800</b>	<b>900</b>	<b>461</b>

**(d) Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure**

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of net principal borrowed.

	<b>Approved Limits for 2017/18 Proportion %</b>	<b>Maximum during 2017/18 Proportion %</b>
<b>Upper Limit for Fixed Rate Exposure</b>	100	100
Compliance with Limits:	Yes	Yes
<b>Upper Limit for Variable Rate Exposure</b>	40	0
Compliance with Limits:	Yes	Yes

**(e) Maturity Structure of Fixed Rate Borrowing**

This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

<b>Maturity Structure of Fixed Rate Borrowing</b>	<b>Upper Limit</b>	<b>Lower Limit</b>	<b>Actual Fixed Rate Borrowing at 31/03/2018</b>	<b>% Fixed Rate Borrowing at 31/03/2018</b>	<b>Compliance with Set Limits?</b>
	<b>%</b>	<b>%</b>	<b>£m</b>		
under 12 months	40	0	14	4	Yes
12 months and within 24 months	20	0	41	10	Yes
24 months and within 5 years	20	0	51	12	Yes
5 years and within 10 years	60	0	4	1	Yes
10 years and within 20 years	100	0	25	6	Yes
20 years and within 30 years	100	0	52	13	Yes
30 years and within 40 years	100	0	213	52	Yes
40 years and within 50 years	100	0	6	1	Yes
50 years and above	100	0	5	1	Yes

**(f) Capital Expenditure**

This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council tax and in the case of the HRA, housing rent levels.

<b>Capital Expenditure</b>	<b>31/03/2018 Estimate</b>	<b>31/03/2018 Actual</b>
	<b>£m</b>	<b>£m</b>
Non-HRA	150.6	132.0
HRA	67.7	49.2
<b>Total</b>	<b>218.3</b>	<b>181.2</b>

**(g) Ratio of Financing Costs to Net Revenue Stream**

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	31/03/2018	31/03/2018
	Estimate	Actual
	%	%
Non-HRA	5.6	5.1
HRA	13.8	15.4

**(h) Adoption of the CIPFA Treasury Management Code**

This indicator demonstrates that the Council adopted the principles of best practice.

The Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* in February 2013

**(i) Upper Limit for Total Principal Sums Invested Over 364 Days**

The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested.

Upper Limit for Total Principal Sums Invested Over 364 Days	31/03/2018	31/03/2018
	Approved	Actual
	£m	£m
	40	0

**(j) HRA Limit on Indebtedness**

HRA Debt Cap (per MHCLG)	£199m	
	31/03/2018	31/03/2018
	Estimate	Actual
	£m	£m
HRA CFR	155	150

\*The actual figures noted above are based on the draft accounts position and subject to revision