



## Resources and Public Realm Scrutiny Committee

**Wednesday 3 July 2019 at 6.00 pm**

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

### Membership:

#### Members

Councillors:

Kelcher (Chair)  
Kansagra (Vice-Chair)  
Aden  
S Butt  
Gbajumo  
Johnson  
Kabir  
Mashari  
Nerva

#### Substitute Members

Councillors:

Afzal, Ethapemi, Hector, Knight, Shahzad,  
Ketan Sheth, Stephens and Thakkar

Councillors:

Colwill, Maurice

**For further information contact:** Nikoleta Nikolova, Governance Officer  
nikoleta.nikolova@brent.gov.uk, tel. 0208 937 1587

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

### **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 significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then 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 of 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 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 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 is the subject of a registrable personal interest.

# Agenda

Introductions, if appropriate.

| Item  | Page    |
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| <b>1 Apologies for absence and clarification of alternate members</b>   |         |
| <b>2 Declarations of interests</b>  |         |
| Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item(s) to which they relate. |         |
| <b>3 Deputations (if any)</b>   |         |
| To hear any deputations received from members of the public in accordance with Standing Order 67.   |         |
| <b>4 Minutes of the previous meeting</b>  | 1 - 12  |
| To approve the minutes of the previous meeting as a correct record.   |         |
| <b>5 Matters arising (if any)</b>   |         |
| To consider any matters arising from the minutes of the previous meeting.   |         |
| <b>6 The Safer Brent Partnership and Annual Report</b>  | 13 - 80 |
| To consider the Safer Brent Partnership and annual report 2018-2019.  |         |
| <b>7 Police Tri-borough BCU Reconfiguration (presentation)</b>  | 81 - 94 |
| To receive a presentation on the Met Police Tri-borough merger and communication of basic command units (BCU).  |         |
| <b>8 Knife Crime Scrutiny Task Group Interim Report</b>   |         |
| To receive an interim report from the Chair of the Knife Crime Scrutiny Task Group.   |         |

***Report to follow***

**9 Air Quality Scrutiny Task Group**

95 - 96

To establish a Scrutiny Task Group to consider the issue of air quality in Brent.

**10 Annual Overview and Scrutiny Report 2018-19**

97 - 108

To provide the Annual Scrutiny Report 2018-2019 for information and review.

**11 Resources and Public Realm Scrutiny Work Programme**

109 - 116

To present the draft Resources and Public Realm Scrutiny Committee Agenda Work Programme 2019-2020 for agreement.

**12 Any other urgent business**

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting in accordance with Standing Order 60.

**Date of the next meeting: Thursday 12 September 2019**



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

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



## **MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE** **Monday 15 April 2019 at 6.00 pm**

PRESENT: Councillor Kelcher (Chair), Councillor Kansagra (Vice-Chair) and Councillors Nerva, Gill, Gbajumo, Kabir and Mashari

Also Present: Councillors McLennan, Krupa Sheth and Tatler.

### **1. Apologies for absence and clarification of alternate members**

Apologies were submitted by Councillor S Butt.

### **2. Declarations of interests**

For purposes of transparency, Councillor Nerva advised that he was a registered supporter of Tottenham Hotspur.

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

None.

### **4. Minutes of the previous meeting**

RESOLVED: that the minutes of the meetings held on 14 March 2019 and the and 3 April 2019 be agreed as an accurate record of the meeting.

### **5. Matters arising (if any)**

The Chair advised that as agreed by the committee at the last ordinary meeting, a letter had been sent to the Chair of the Health and Wellbeing Board. The response would be shared once received.

### **6. Chair's Report**

The committee considered the Chair's report which set out details regarding the selection of topics for the current meeting and work undertaken by the committee outside of public meetings.

Councillor Nerva expressed his thanks to the Chair and officers for arranging the meeting with the Communities and Local Government Parliamentary Committee, highlighting that this had been a really useful and interesting exercise.

RESOLVED: that the Chair's report be noted.

## 7. Economic Impact of Wembley Stadium

The Chair welcomed Chris Bryant (Head of Operations, FA), Jake Wilson (Senior Manager, Deloitte) and Tom Hammond (Assistant Manager, Deloitte) to the meeting, noting that the committee had before them the report prepared by Deloitte Sport Business Group on behalf of the Football Association on the Economic Impact of Wembley Stadium for 2017/18 event season. The committee subsequently received a short presentation highlighting the key findings of the report for the Brent area.

During the presentation, Members were advised that there had been a record 58 events held at Wembley Stadium during 2017/18. The usual number of events was around 32. These events had attracted 3.8 million spectators, including 350k from overseas and high numbers of first-time visitors. The report stated that the Wembley Stadium events had delivered a major economic boost to Brent and that Tottenham Hotspur's residency had further increased the local economic impact, accounting for over one third of the total economic impact from events in 2017/18. At least 1,800 full time equivalent jobs were supported due to events at the stadium in this period and there had been £190m gross expenditure in local businesses in Brent on accommodation, tickets, food and drink, retail, groceries, travel and other expenditures. Overall the local economy of Brent had been boosted by £150m due to Stadium events. Spectator perceptions had been surveyed and consultations held with key stakeholders including Brent Council, local businesses and local residents' groups. Spectators had been largely positive about the Stadium and Brent. Local residents had in particular expressed concerns around issues with noise, antisocial behaviour and littering. The FA was working with the council and other organisations to address these issues.

The Chair thanked the representatives of the FA and Deloitte for the presentation and invited questions from the committee.

Several queries were subsequently raised. Members questioned whether the economic impact could be broadened to include areas outside the immediate vicinity by discouraging car use and directing public transport users to surrounding tube stations. It was queried how the FA encouraged visitors to use public transport and concern was expressed regarding the impact on neighbouring boroughs which did not have event day enforcement in place. It was further queried whether the views of residents from the neighbouring borough of Harrow had been surveyed for the report. Questions were raised regarding the consultation and feed-in of the FA into kick-off times and the consideration given to ensuring viable public transport routes out of Wembley following events. Members sought details of parking and other transport provision made for disabled customers attending events at the Stadium. Queries were also raised regarding consultation between the FA and the council regarding low capacity events and event day parking.

The committee sought clarification regarding the £150m total economic impact figure for Brent, whether this included expenditure in the Stadium itself, and for those areas outside of the Stadium, whether any further detail could be provided about those benefiting most from this economic boost. It was subsequently queried whether any economic risk assessment had been completed to assess the harm that event days could cause to some of the more outlying businesses. Members questioned what had been learnt with regard to maximising the economic benefit of

future events as a result of the use of the Stadium by Tottenham Hotspur and what the council could do to maximise opportunities to engage spectators in additional activities around Wembley.

Members further questioned whether the Stadium was a London Living Wage employer and if not, whether the FA would be willing to meet with the London Living Wage organisation. Members queried what proportion of the 1,800 jobs supported by Wembley Stadium events paid the London Living Wage or were zero-hours contracts. The committee then questioned how the Section 106 funds from Tottenham Hotspur's residency at Wembley had been used and sought an update on enforcement against pirate (illegal) car parks operating on event days.

Discussing the Stadium's community outreach activities, the committee questioned whether these could be targeted at hard to reach groups, particularly those activities for children and young people. In concluding their questioning, members queried how work experience and employment programmes provided by the Stadium were advertised and what the eligibility criteria for these were.

In response to the committee's questions Chris Bryant advised that the FA strongly advertised Wembley Stadium as a public transport destination, with all spectator communications promoting public transport. Limited parking was provided by the Stadium to meet hospitality obligations. The provision of travel cards to spectators did incentivise public transport but could be a costly and complicated solution. The FA would be very willing to engage in a broader discussion regarding a transport review for the Stadium, with appropriate representation from the Head of Transport at the FA. Members further heard that the process of determining kick-off times for football matches at the Stadium was complex and involved a large number of parties, including the FA. The timings were often largely dictated by commercial broadcast times.

Councillor Tatler asserted that further work could be undertaken to explore opportunities to broaden the economic impact for local businesses by encouraging different transport routes and via the Town Centre Managers, considering how to make these areas attractive to passing spectators. Furthermore, late kick-off times could be seen as opportunities to promote overnight stays in Wembley

Chris Whyte explained that the council had a significant role in the transportation planning for events, both on a case by case basis and in terms of the overall strategy. Within this process, consideration was given to the full journey length for spectators across all transport networks including motorways and rail links. There was a frequent use of private taxis by spectators and spaces had now been created for these cars to park to ensure they were less obstructive, alongside specific road blocks to better protect local neighbourhoods from associated parking pressures. The stadium did make provision for disabled spectators to access the stadium. Tony Kennedy advised that the council liaised closely with the FA regarding anticipated capacities and advance sales for events and confirmed that the Wembley event day parking scheme would not be implemented for capacities under 28,000 people.

Jake Wilson confirmed that £150m economic impact on Brent did not include expenditure by spectators within the Stadium grounds. The report did not detail the specific areas or businesses which benefited from this boost, or indeed experienced

a decrease in business on event days as this had not been part of the remit of the report. Consultation had however, been undertaken with local businesses, including those on spectator footfall routes and those elsewhere. Chris Bryant confirmed that further detail could be requested for any future reports of this nature. Councillor Tatler advised that Tottenham Hotspur's residency at Wembley had afforded the council a better understanding of the nature of club football against other kinds of events. The residency of the club had brought economic benefits to Wembley but other types of events were known to confer a greater economic boost. The council was currently undertaking research around areas for growth and projections had shown that Wembley could have a shortfall in hotel accommodation – this was therefore an issue that was being explored further. More broadly, there were a number of developments that aimed to build on the existing offer for visitors to Wembley including the creation of a Business Improvement District for Wembley. Wembley had been identified in the Mayors London Plan as an area of opportunity and the Town Centre Management team were exploring ways to capitalise on that status.

Chris Bryant advised that the FA was not London Living Wage accredited but did work with contractors to encourage payment of the London Living Wage and would look into a meeting with the relevant organisation. Jake Wilson explained that the 1,800 jobs figure was a widely used statistical measure based on the average Gross Value Added contribution of the Wembley Stadium events. It was not therefore possible to determine the wages paid for these positions nor the contract arrangements from the data currently available.

Chris Whyte (Operational Director, Environment Services) outlined the various uses of the Section 106 funds from the Tottenham Hotspur's residency at Wembley which included: event day activities of street cleaning, enforcement and licensing; installation of new CCTV on routes to and from the Stadium; installation of litter bins; new signage to support parking enforcement; and, funds to support the transport management plans for event days. There remained a sum left over and this would be put towards further improving street signage in Wembley. With regard to pirate parking sites in the borough, enforcement had driven the number down to as low as two recently, though the figure had most recently stood at nine. New sites were established regularly and continual enforcement activity was necessary to meet this challenge.

Chris Bryant confirmed that any suggestions that members' may have with regard to targeting outreach activities would be welcomed by the FA. In addition, every effort was made to distribute thousands of event tickets to Brent's residents and numbers distributed to the local community had increased significantly in recent years. However, it should be noted that the appeal of some events was not always particularly strong. Details of work schemes provided by the Stadium could be circulated to members.

### Data Requests

During the discussion, members requested that the following information, which was not available to be shared at the meeting, be circulated to the committee subsequently:



- Full details of the Section 106 funds from Tottenham Hotspur's residency at the Stadium and how these had been utilised by the Council.
- Details of the work experience programmes provided at the Stadium, including eligibility criteria and information on how these opportunities were advertised.
- Confirmation of whether residents in the neighbouring borough of Harrow were consulted.

RESOLVED:

The Resources and Public Realm Scrutiny Committee recommended:

- i) That the Strategic Director Regeneration and Environment and Lead Member for Regeneration, Highways and Planning ensure that a summit is arranged to discuss ways to increase the number of spectators travelling to Wembley using public transport to over 90 per cent, with all the relevant parties including Transport for London, the Football Association and the Council.
- ii) That the terms of reference for the next iteration of the report on the economic impact of Wembley Stadium be agreed with the council and include the following information requested by the Community and Wellbeing Scrutiny Committee:
  - a. An assessment of how different sized businesses are affected by Wembley Stadium events, including a risk assessment for smaller businesses;
  - b. Sample details of the types of jobs supported by events at the Stadium and whether these are London Living Wage positions and/or are offered as zero-hours contracts.
- iii) That the Strategic Director Regeneration and Environment, in conjunction with the FA ensure that a creative approach is taken to managing and utilising the Wembley event day parking scheme, particularly with regard to events with low ticket sales.
- iv) That the FA meet with representatives of the London Living Wage organisation.
- v) That a meeting be arranged between the FA and officers within the Children and Young People department to maximise the impact of Stadium outreach activities on hard to reach groups and to discuss targeted distribution of unsold event tickets to these groups.

## 8. Tackling Illegal Rubbish Dumping on Non-Council Land

Councillor Krupa Sheth (Lead Member for Environment) introduced the report detailing the challenges faced by the council when dealing with illegal dumped rubbish non-council land. Simon Finney (Head of Neighbourhood Management) was also in attendance to address the committee's queries. Members heard that the Council's approach to tackling illegal rubbish dumping both on Council and non-council owned land consisted mainly of a three pronged approach: education & engagement, to address people's behaviour; enforcement, including reactive and

proactive enforcement and investigative activity; and, clearance of the land. With regard to the latter element, the council's clean-up remit did not extend to non-council owned land and the responsibility for keeping private land clean and tidy rested with the owner. As a consequence, the council utilised powers under the Anti-Social Behaviour, Crime and Policing Act to issue Community Protection Notices (CPNs) requiring the owner to clear their land. This legislation also permitted the council to clear the land through works in default with a subsequent land charge added to the property or through a court order when owners were not responsive. In a minority of cases, it could be difficult to determine ownership of land. In such cases officers would work closely with Neighbourhood Managers and the community to try and address the issue through voluntary clean ups or by other means. For some sites, these challenges could not be resolved and the council had a small budget set aside to clear these and subsequently focus enforcement activity to prevent further rubbish dumping. Simon Finney emphasised that the investigative process which sought to establish the perpetrators of illegal rubbish dumping was the same for both council-owned and privately owned land.

The report before the committee also explored: the use of technology to underpin an intelligence led approach; developments regarding extended producer responsibility; and, the council's use of waste tagging. Addressing the issue of illegally dumped mattresses, it was concluded that any methodology to track mattresses to ensure owner responsibility would need to be supported by legislated processes to be effective. However, it was anticipated that strides made towards extended producer responsibility would have an impact on the overall volume of illegally dumped mattresses in Brent.

The Chair thanked the Lead Member and Officers for the introduction to the report and subsequently invited questions from the committee.

Members queried whether the use of Compulsory Purchase Orders (CPOs) had been explored to address those small pockets of land where persistent illegal rubbish dumping occurred. It was queried how the council addressed issues with domestic properties, whether the council encouraged a zero tolerance approach, and how the council engaged with communities on this matter. Members sought further details of the work regarding Houses in Multiple Occupation (HMOs) and landlord licensing with respect to the issue of illegal rubbish dumping. It was queried how members of the public could identify who owned land. The committee highlighted the importance of clear pictorial guides illustrating the council's policy to assist the public in understanding when the council could intervene. Questions were raised regarding the support available to private landowners to prevent illegal rubbish dumping on their land, and to shop keepers regarding illegal rubbish dumping in alleyways behind the commercial premises. It was further queried whether the council monitored whether advice and guidance provided to private landowners was acted upon. Members queried whether land where ownership could not be identified could be gifted to residents to develop communal spaces where appropriate. An update was sought on the communal skips pilot programme. Further information was requested on how closely the council was working with the National Bed Federation. In concluding their questions, Members asked whether the council had responded to the Department for Environment, Food and Rural Affairs consultation on reforming the UK packaging producer responsibility system and if this response had been made publically available.

Responding to the issues raised, Simon Finney advised that the use of CPOs to obtain private-owned land where illegal rubbish dumping was a persistent problem had not specifically been explored. However, the council in the past had purchased areas of land where for instance the state of the land represented a health hazard and alternative means to rectify the problem had been unsuccessful. The council relied on Land Registry records to identify ownership and this was available to members of the public via the government's Land Registry webpages. The council had explored re-securing land where ownership was unclear or sat with the Crown to support residents in bringing these areas back into community use again. In such cases, consideration would be given to development options, current condition and likelihood of deterioration.

Simon Finney further explained that there was set criteria to determine whether a garden constituted an 'untidy garden' for the purposes of enforcement action. Where the criteria were met rigorous action could be taken by the council's enforcement team, which would inspect the premises and issue a CPN or pursue further action through a court process if the owners remained uncooperative. It was understood that this information was made publically available to residents via the council's website, but subsequent confirmation of this would be provided to the committee. Members reiterated that it was important that this was provided in a clear way and where possible, was supported by examples to illustrate the thresholds for enforcement action.

Members were further informed that the Environment Enforcement Team worked closely with the Housing and Landlord Licensing Teams and there was considerable engagement with landlords, directly and via Veolia's (the council's public realm contractor) education and engagement team. Chris Whyte (Operational Director, Environment) confirmed that issues could be more prevalent in HMO properties where residents were required to share bins and there could be high turn-over of tenants. Councillor Krupa Sheth advised that the Neighbourhood Managers and Town Centre Managers worked with shop owners to tackle issues affecting alleyways. Simon Finney added that the Environment Enforcement Team also undertook a lot of work on alleyways which could be hotspots for illegal rubbish dumping. Whilst CCTV was a strong tool, considerable effort was still required to identify the perpetrators. The council actively encouraged alley gating schemes where appropriate and did also have cameras that could be easily installed for surveillance to aid enforcement. Councillor Tatler emphasised that due to the disparate nature of ownership of alleyways, the support provided to residents in addressing illegal rubbish dumping in these alleyways was very much shaped by the circumstances of each case. Chris Whyte added that the advice provided to private landowners often related to securing the area of land with a fence or other barrier to make access difficult and installing cameras. Simon Finney explained that where the council had issued a CPN to a landowner, one of the requirements was for that land to be kept clear and that appropriate protective measures were needed to achieve that. The environmental enforcement team worked closely with landowners in such circumstances and could demonstrate successful outcomes.

Discussing the community skips pilot, Simon Finney confirmed that this had not yet been completed and confirmed that in line with the committee's request, a full assessment could be provided once completed. Initial findings had shown that enthusiasm had waned a little as the pilot proceeded and there was a risk of undermining both the council's bulky waste programme and the promotion of the

message to re-use items. The programme would be expanded to other areas to further explore its reception and use by residents.

Simon Finney explained that the Environmental Enforcement Team had liaised with the National Bed Federation when undertaking research to support the report before the committee. This was a very useful association to have built links with and their approach to the challenges around recycling beds also focused on producer responsibility. Amar Dave (the Strategic Director, Regeneration and Environment) confirmed that the council would respond to the Department for Environment, Food and Rural Affairs consultation on reforming the UK packaging producer responsibility system and would make the response publically available.

During the discussion, Members requested that the following information, not available to be shared at the meeting, be circulated to the committee subsequently:

- a review of the community skips pilot, to be provided to the committee when available.

RESOLVED:

The Resources and Public Realm Scrutiny Committee recommended:

- i) That the Strategic Director of Regeneration and Environment, together with the Lead Member for Environment, ensures that the council actively promotes the enforcement action that can be taken by the council with respect to private land, promotes a zero tolerance approach in such circumstances and provides clear information to the public, illustrated with pictorial examples, regarding thresholds for enforcement action.
- ii) That the Strategic Director of Regeneration and Environment ensure that officers identify disused areas of crown land in Brent, vulnerable to illegal rubbish dumping, as a first step to exploring potential improvements to the areas.
- iii) That the Environmental Enforcement Team formally monitor the uptake of advice provided to private landowners.
- iv) That the Strategic Director of Regeneration and Environment ensure a response is made to the Department for Environment, Food and Rural Affairs consultation on reforming the UK packaging producer responsibility system, to highlight the particular problem of illegal dumping of mattresses, and that response be made public to ensure residents are made aware of the council's position.
- v) That the Strategic Director of Regeneration and Environment, ensure that a meeting is arranged with the National Bed Foundation to discuss being part of their proposed pilot.

9. **On Street Parking Management of larger vehicles and an update on Electric Vehicle Charging**

At the invitation of the Chair, Councillor Tatler (Lead Member for Regeneration, Highways and Planning) introduced the report detailing the use of on-street parking management processes and updating members on the four electric vehicle charging point (EVCP) implementation programmes currently underway.

The report highlighted that the council regulated and charged for on street parking to: manage demand from residents, businesses and visitors; assist the smooth flow of traffic; reduce the number of vehicle trips, particularly at peak times; and encourage the uptake of sustainable travel options. Demand for parking in Brent was very high and there were currently 40 controlled parking zones in the borough – approximately 35% of the borough. The Wembley Stadium Protective Parking Scheme (WSPPS) covered a further 35% of the borough. The remaining 30% of the borough did not have area wide parking controls. In April 2017 the council introduced a revised carbon emissions-based residents' permit scheme to encourage residents to purchase low emissions vehicles. Furthermore, following consultation in 2016, the council was due to implement a reduction in the maximum weight of 3.5t for resident parking permits.

With regard to delivering the EVCP network, the report set out that the council's approach was informed by the locations of registered electric or hybrid vehicles, as well as the need to have minimum impact on the ever increasing pressure for parking. There was not a single overarching delivery programme for charging infrastructure and therefore, the different types of charges (Source London, Rapid Chargers and GULCS lamp column) were being implemented under an overarching strategic umbrella by Highways and Infrastructure and Transportation Planning, ensuring all types of electric vehicle users could access the charging network.

In the subsequent discussion, members: questioned the risk of the EVCP technology becoming obsolete over the contract period; sought an update on the usage of the charging points to date; and queried if any modelling had been undertaken with regard to air quality and electric car usage in the borough. Comment was sought on the ways in which the council could encourage the scrappage of diesel cars and promote the use of electric vehicles. Members questioned whether various commercial opportunities, such as the provision of finance or working directly with producers to promote particular vehicles, had been considered. It was further queried whether the local authority could implement a carbon levy on carbon intensive local businesses via for example, powers granted under the Localism Act, to subsidise a local scrappage scheme. It was emphasised that the council should be promoting their role in providing the EVCP network for the borough and consideration should be given to the application of the council logo to the charging points. Members questioned whether the providers of the charging points used electricity from renewable sources. Members sought an estimate on the length of time from resident request to installation of an EVCP and questioned whether any consideration had been given to further lowering the minimum weight for vehicles eligible for resident permits. Members raised concerns about commercial vehicles being parked in residential areas and questioned what could be done to address this issue. In concluding their questioning, members sought assurance that any council owned vehicles were electric.

In response, Councillor Tatler advised that primarily it was the responsibility of the business owner to ensure that their product was future proofed and that the technology remained relevant to consumers. The council also included within the agreements with the providers the issue of future-proofing the EVCPs. Conversations were also underway with the providers to place the council logo on the charging columns to promote the council's investment in delivering the EVCP network in the borough. Furthermore, the council was also working on placing the council logo on the Zip car fleet. An associated communications plan for the new charging points, including an article in the Brent magazine and also covering the app which needed to be used to access the EVCPs, was in place.

Councillor Tatler further confirmed that an assessment of the possible options for encouraging the scrappage of diesel cars and the promotion of electric cars, would be provided to the committee following the meeting, including use of powers under the Localism Act. A scrappage scheme for micro businesses was currently in place and the Mayor of London was due to be announcing a scrappage scheme for people on lower incomes. Councillor Tatler cautioned that it was important to be mindful of the impact of placing further pressure on businesses in some sectors.

Tony Kennedy (Head of Highways and Infrastructure) advised that it was not known whether the providers of the EVCPs used renewable sources of electricity and this would subsequently be confirmed to the committee. Information would also be provided to the committee on the usage of the EVCPs, where available. Work could be undertaken to provide the committee with an estimate of the improvements to air quality that could be achieved with an increased use of electric cars, over petrol and diesel cars in the borough. Councillor Tatler emphasised that the council was being politically and strategically ambitious in this area and was keen to tackle challenges head-on. The delivery of the EVCP network was still at the early stages and in six months' time the council would be better placed to evaluate the impacts of the programme.

Tony Kennedy further explained that following the request for a charging point, a resident could expect to wait between four and six months before installation, depending on the grants available. Amar Dave (Strategic Director, Regeneration and Environment) explained that this was a rapidly changing field with more and more car manufacturers confirming a move to electric vehicles in the next few years, as well as other companies developing technologies to retrofit existing vehicles. It was anticipated that from 2021 there would be a noticeable increase in the use of electric vehicles in London and Brent would be at the forefront of supporting the EVCP network.

Discussing the minimum vehicle weights permitted for residents parking permits, Councillor Tatler confirmed that the fee increased for cars above 2.5 tonnes and significantly, there were a number of different fee categories depending on engine size and car emissions. The focus of the scheme was very much to deter the most polluting vehicles. Addressing concerns regarding commercial vehicles being parked in residential roads in the borough, Tony Kennedy emphasised that the Controlled Parking Zones were an effective management tool, but where these did not exist, it was difficult to address this issue. Councillor Tatler added that it was necessary to take a nuanced approach to this matter as for some self-employed residents, such vehicles supported their livelihoods. Tony Kennedy explained that the council did not have its own fleet of vehicles and the fleet of home to school

transport vehicles shared with harrow was not electric. However, this contract was due to expire in 2023 and consideration would be given to this issue in preparation for the necessary recommissioning. Councillor Tatler highlighted the carbon offsetting fund, which was drawn from developers via the planning process. Currently the size of this was quite small but the council was exploring how best to use these funds, with consideration being given to ideas such as planting more street trees, installing green walls and solar panels.

During the discussion, members requested that the following information, which was not available to be shared at the meeting, be provided to the committee subsequently:

- Confirmation of whether the council's EVCP providers use renewable sources of electricity.

RESOLVED:

The Resources and Public Realm Scrutiny Committee recommended:

- i) That the Strategic Director of Regeneration and Environment and the Lead Member for Regeneration, Highways and Planning, ensure an options appraisal is undertaken on how the council can encourage diesel scrappage and support residents in the start-up costs of changing to electric vehicles, and that this appraisal include consideration of commercial opportunities for the council.
- ii) That the Strategic Director of Regeneration and Environment ensure information is provided to the committee on the usage levels of EVCPs in the borough.
- iii) That the Strategic Director of Regeneration and Environment note the committee's view that when the council next procures a fleet of vehicles these should be electric vehicles.
- iv) That the Strategic Director of Regeneration and Environment and the Lead Member for Regeneration, Highways and Planning, ensures the council explores what powers the council has to introduce a carbon levy on local businesses.

#### 10. **Any other urgent business**


None.

The meeting closed at 8.22 pm

M KELCHER  
Chair

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|  | <b>The Resources and Public Realm Scrutiny Committee</b><br>3 July 2019   |
|   | <b>Report from the Strategic Director of Regeneration and Environment</b> |
| <b>The Safer Brent Partnership and Annual Report</b>                              |   |

|   |  |
|---|--|
| <b>Wards Affected:</b>  | All  |
| <b>Key or Non-Key Decision:</b>   | Non-Key  |
| <b>Open or Part/Fully Exempt:</b><br><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>The Safer Brent Partnership Annual Report</li> </ul>   |
| <b>Background Papers:</b>   | None   |
| <b>Contact Officer(s):</b><br><small>(Name, Title, Contact Details)</small>   | Karina Wane<br>Head of Community Protection<br><a href="mailto:karina.wane@brent.gov.uk">karina.wane@brent.gov.uk</a><br>0208 937 5067<br><br>Colin Wilderspin<br>Interim Community Safety Manager<br><a href="mailto:colin.wilderspin@brent.gov.uk">colin.wilderspin@brent.gov.uk</a><br>0208 9375367 |

## 1.0 Purpose of the Report

- 1.1 This annual report describes the activities of the Safer Brent Partnership throughout 2018-2019 in support of the 2018-2021 Safer Brent Partnership strategy and its priorities for 2018.

## 2.0 Recommendation(s)

- 2.1 That the Committee notes the report as part of the council's crime and disorder function.

## 3.0 Detail

- 3.1 The Safer Brent Partnership is required through legislation to conduct an annual

assessment of crime, disorder, anti-social behaviour, substance misuse and reoffending within the borough. The annual review is used to inform relevant action plans for 2019/20 that sit below the Safer Brent Strategy 2018-2021.

3.2 This Strategy supports the delivery of the Brent Borough Plan 2019-2023: Building a Better Brent and primarily delivers against the Brent priority of 'A borough where we can all feel safe, secure, happy and healthy'.

3.3 As agreed in March 2018, the Safer Brent Strategic priorities for 2018/21 are as follows:

- Reducing Domestic and Sexual Abuse
- 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

3.4. Generally, there has been positive outcomes for the partnership work delivered against the 5 priorities during 2018/19. Overall, Brent's crime rate of 91.6 crimes per 1,000 is still below the London average of 94 per 1000.

3.5 Some of the overarching best achievements and areas of development for each priority can be seen below:

#### **Reducing Domestic and Sexual Abuse**

Achievement: decrease in domestic abuse offences with injury by 8%.

Area of development: further increase earlier intervention for DA and Sexual Abuse support.

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

Achievement: reduction in knife related robberies and knife injuries, with an overarching reduction in knife crime offences by 13%.

Area of development: increase earlier intervention and cross-sector working for a more focused strategic plan. Decrease lethal barrel gun discharges.

#### **Reducing Vulnerability and Increasing Safeguarding**

Achievement: reduced risk of Community MARAC referrals by 53% (baseline 20%).

Area of development: better identification and intervention for those engaged or at risk of county lines.

#### **Reducing Offenders and Perpetrators from Reoffending**

Achievement: reduced reoffending of the cohort by 51% (baseline 20%).

Area of development: increase prevention intervention of reoffending.

#### **Reducing Anti-Social Behaviour (ASB)**

Achievement: Reduction of ASB repeat calls to the Police. Increase of ASB cases managed by 126%; as well as increase in use of ASB tool and powers.

Area of development: Increase council led prosecutions on closure orders to tackle premises being cuckooed

#### **4.0 Financial Implications**

- 4.1 There will be no impact upon existing Council service budgets as a result of this annual report.
- 4.2 The Partnership Tasking Team costing £0.38m was funded by the Council's revenue budget to support the Safer Brent Partnership priorities.
- 4.3 All 32 London Councils have received funding under the MOPAC London Crime Prevention Fund (LCPF) to tackle priorities in the new London Police and Crime Plan. Brent was allocated £0.59m for 2018/19. This fund helped to commission dedicated interventions to help our priorities.
- 4.4 Brent Council has had an £80k reduction in the LCPF allocation and for the next two financial years 2019/20 and 2020/21 the allocation has been reduced to £0.51m respectively. Therefore, costs associated with tackling priorities, would need to be contained within the available funding allocation year on year.
- 4.5 A successful bid to the Home Office Transformation Fund of £0.156m also contributed to fund work with non-recorded crime where there is a risk of domestic abuse.

#### **5.0 Legal Implications**

- 5.1 There are no direct specific legal implications arising from the recommendations in section 2 of this report.

#### **6.0 Consultation with Ward Members and Stakeholders**

- 6.1 The Safer Brent Annual report has been agreed by the Chair and shared with partners that attend the Safer Brent Partnership. Cllr Miller has been consulted in the development of the annual report.

**Report sign off:**

**CAROLYN DOWNS**

Chief Executive, Brent Council and  
Chair of the Safer Brent Partnership

**AMAR DAVE**

Strategic Director of Regeneration  
and Environment

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# SAFER BRENT PARTNERSHIP ANNUAL REPORT 2018-2019





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## Foreword

Welcome to the 2018-2019 edition of the Safer Brent Partnership Annual Report. Throughout this report, you will see a detailed insight into the varied and wide-ranging work that the board partners have been doing in the last year. The work in the previous 12 months has been focused towards tackling the key borough Community Safety priorities. Not only this, we have tried to indicate how we are going to move forward and how we intend on making a safer Brent.



A lot of our attention has been directed towards reducing knife crime and other violent offences, as well as identifying, intervening and reducing risk and vulnerabilities.

We saw the introduction and implementation of the MOPAC Knife Crime Action Plan, which really helped us to come together as a partnership to tackle the knife crime agenda as one. It was a great pleasure to see that Brent had one of the best Knife Crime Action Plans in London, but for me the most important thing to come from the joint action has been the real reduction in Knife Crime Injuries for under 25s in this last 12 months. This is really positive.

Whilst we came together as a partnership to tackle our greatest priorities, there have also been big changes and developments across London, and more specifically for Brent. We have seen the Metropolitan Police BCU mergers, whereby Brent are now one Police Command with Harrow and Barnet, rather than individual borough Command Units. Brent has implemented the pan London County Lines, Rescue and Response Project. There has also been the emergence of the Mayor's Violence Reduction Unit in response to the Public Health approach used by Scotland to help reduce violence. This has allowed us to start thinking widely about how we respond to violence collectively and contextually, developing our own public health approach to community safety.

Although we have seen noticeable reductions in knife crime and general number of recorded crimes, we have not become complacent as there is more we can do together. Violence still stays as a primary focus for the board moving forward as we continue to move our focus towards crime prevention through increased earlier intervention. We will continue to focus on prevention and key drivers which contribute towards violence and vulnerability issues in Brent; listening to our communities and working together as a partnership to make a safer Brent.

I would like to say a big thank you to all the partners involved, as it is clear to see we have made a difference.

Carolyn Downs

Chair, Safer Brent Partnership

Brent Council Chief Executive

## Lead Member Introduction

Thank you for taking the time to read our latest Safer Brent Partnership annual report.

Brent has a great partnership in place, to help ensure a safer Brent for all our residents, business owners and local stakeholders. Despite the huge challenges and financial pressures that we as a council face, we have continued to make immense progress. We have implemented great innovations, including our brand new CCTV upgrade across the borough, supporting to help keep Brent safer. As well as through our Anti-Social Behaviour teams, Offender Management and Domestic Violence Intervention programmes, we have significantly increased our capability and understanding of some of our key challenges.



In the past year we have tried to change our focus on how we operate and target our resources. Where possible, instead of focusing primarily on victimisation and those offending, we have tried to do more around earlier intervention and those on the edge of offending or before they become repeatedly victimised. The development of our new wider Violence and Vulnerability programme is a notable example of this, whereby our services will work closely with people under 25yrs from an earlier starting point to try and reduce risky behaviour. This will undoubtedly help us to become familiar and better engaged.

A huge amount of time and resource has been put into further understanding the local County Lines picture too, through the Rescue and Response County Lines project which we are the lead borough for implementing and operating. It is an area that has grown significantly in the past few years, and Brent now has a much better understanding of the local exploitation picture than ever before, enabling us to better support those affected.

Our department continues to act innovatively and finding new solutions to key issues. There is no better example of this than the Data Analytics project, which will massively improve the ability to foresee violence and vulnerability issues for our young people. We have developed this product over the past 12 months and hope to see this up and running later this year.

The best way for us to understand how the local community feel about crime and safety is to speak with residents directly, and this is exactly what we have been doing more of this year. We've hosted multiple large public meetings, attended dozens of panels, and generally had a greater presence on the streets and with the public than ever before. We understand what residents are concerned about, and make all of our decisions with them in mind.

Please continue to let us know your thoughts on how we can improve our services, and continue to make a safer Brent for all. Thank you.

Cllr Tom Miller

Brent Council Lead Member, Community Safety



## 1.0 Introduction

This report describes the activities of the Safer Brent Partnership throughout 2018-2019 in support of the 2018-2021 Safer Brent Partnership strategy and its revised priorities for 2018. This Strategy supports the delivery of the **Brent Borough Plan 2019-2023: Building a Better Brent** and primarily delivers against the Brent priority of 'A borough where we can all feel safe, secure, happy and healthy'.

### 1.1 What is the Safer Brent Partnership?

The Safer Brent Partnership is the statutory community safety partnership under section 5 of the Crime and Disorder Act 1998. It confers a legal responsibility on the agencies named below to consider the impact on crime and disorder of everything that they do, and to jointly create a strategy to reduce crime, disorder, substance misuse and reoffending in Brent. Those agencies – known as 'Responsible Authorities' are:

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

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

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

- The **London Borough of Brent** is responsible for co-ordinating the partnership through the Community Safety team. The Chief Executive chairs the partnership and senior Directors representing strategic links to other partnership boards (Local Safeguarding Children's Board, Health and Wellbeing Board, Safeguarding Adults Board) also attend to provide co-ordination across the piece. The Leader and Lead Member attend providing clear democratic accountability. As well as co-ordinating the partnership, the council can bring a wide range of services to bear to tackling the priorities of the partnership.

- The **Metropolitan Police** provide a visible presence in the partnership, and have the broadest range of dedicated community safety resource. The borough now operates under the Basic Command Unit (BCU) system, whereby resources are pooled between Brent, Barnet, and Harrow. There are currently over 1,250 officers within the BCU.
- The **London Fire Brigade** bring a focus on prevention and risk to the partnership, providing resource for working with vulnerable people, premises, a strong set of opportunities for community engagement and fire safety.
- The **National Probation Service** oversees the rehabilitation of the most prolific and high-risk offenders. Their role in the partnership is to support the strategic objectives by working with those offenders who most contribute to the detriment of community safety.
- The **Community Rehabilitation Company** works with the remaining offenders requiring supervision – those who are low and medium risk. This will include the majority of offenders brought to the notice of the partnership.
- The **Clinical Commissioning Group (CCG)** is responsible for commissioning healthcare services in the borough. On the Safer Brent Partnership, the CCG plays a vital role, as health (and especially mental health) provision underpins a great deal of offending behaviour. Similarly, the impact of crime and disorder creates substantial levels of demand on healthcare services. Developing preventative work in partnership can have a huge impact on reducing demand on services.

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

**Information** is shared across the Safer Brent Partnership through the s115 Information Sharing Protocol, which allows for the sharing of both personalised and depersonalised information across agencies for the purposes of crime prevention and reduction. This protocol is reviewed each year. The Information Sharing Agreement has been reviewed by all key partners, and a completed copy now sits with the Brent Information Governance team as of January 2019.

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

## 1.2 **Priorities 2018**

The Safer Brent Partnership agreed its revised priorities for April 2018 to March 2019 in April 2018, and in September 2018 the board approved the 2018-2021 Community Safety strategy.

Overall, the new priorities are broadly similar to previous strategies. There have been some changes to structures. Reducing extremism, hatred and intolerance, and reducing child sexual exploitation, are now in a combined 'Reducing Vulnerability and Increasing Safeguarding' priority. Furthermore, there has been a further focus on the impact of these priorities, and an increase in clarity in the areas of intervention.

The Safer Brent Partnership 2018 priorities:

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**

The work of the partnership adheres to the HIPE model:

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

### **Priority 1: 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 and prostitution).
- To implement the 5 'Ps' (Prevention, Provision, Partnership, Protection and Participation).

## **Priority 2: 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.

## **Priority 3: 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 safeguard those most at risk of radicalisation and extremism.

## **Priority 4: 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.

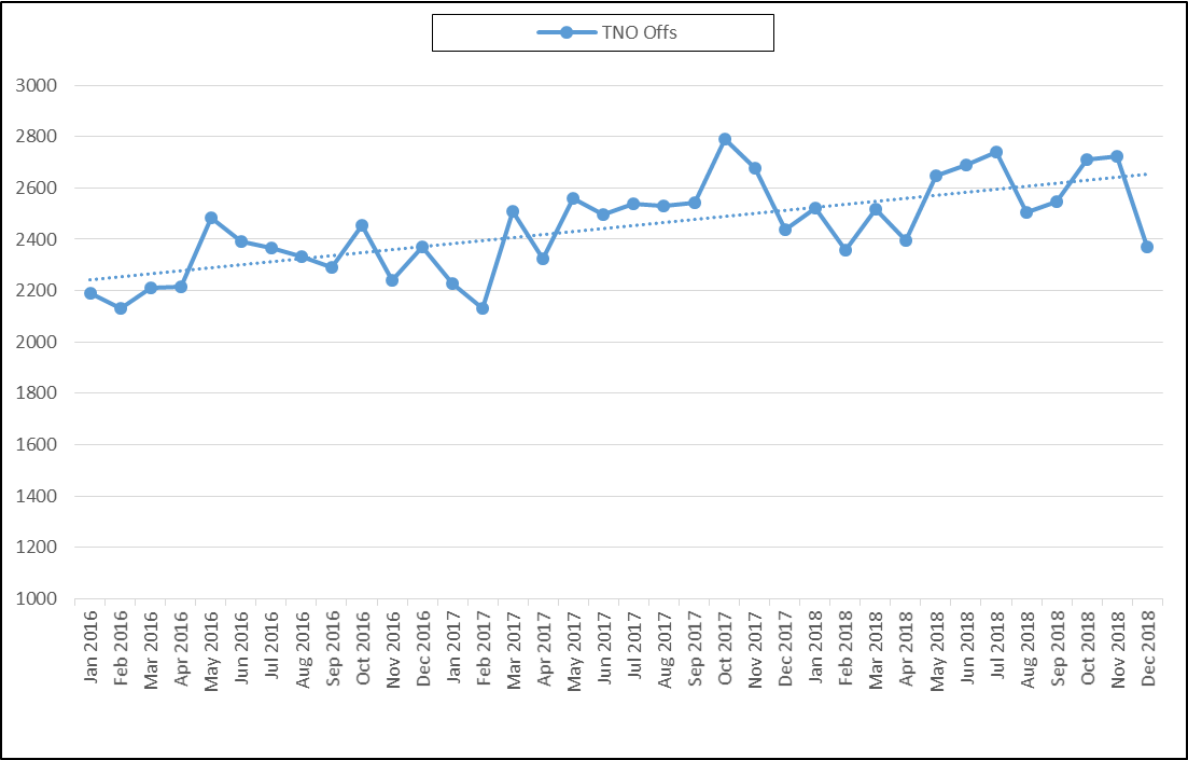
## **Priority 5: Reducing Anti-Social Behaviour (ASB)**

- 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 markets.
- Utilising Met Patrol Plus to support local enforcement and intervention.

2.0 Performance 2018-19

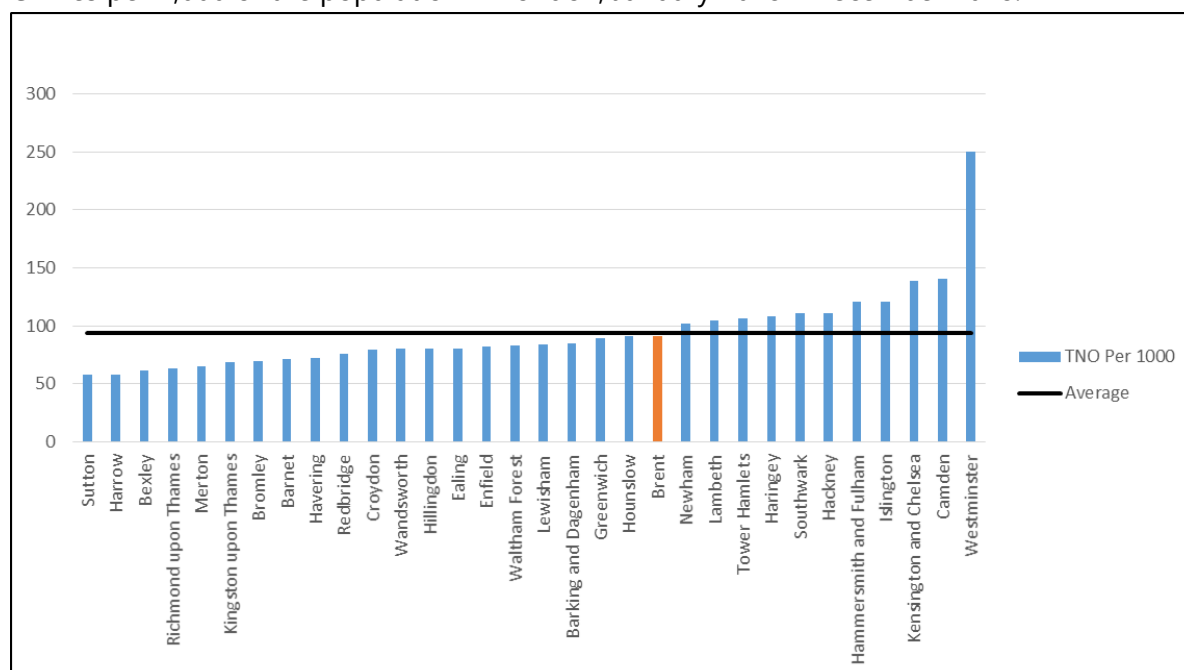
The number of Total Notifiable Offences (all crimes) in Brent has increased in the last 12 months from 29,763 to 30,726, providing an overall increase of 3.1%. Over this same period London has also seen a 1.8% increase in Total Notifiable Offences.

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



Brent’s crime rate per 1,000 of the population is still below the London average as seen on the next page, even though there is an overall increase in crime.

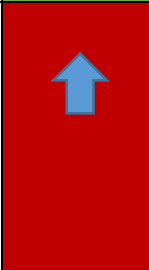
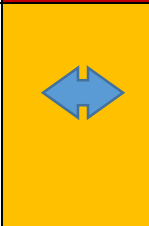


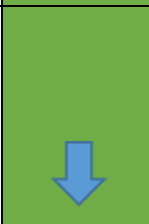
Crimes per 1,000 of the population in London, January 2018 - December 2018:





## 2.1 Safer Brent Partnership Outcomes

Below is a summary of some of our key outcomes as part of the Safer Brent Partnership Strategy 2018/21.

| Priority                        | Measure   | Reduction and Collection method   | Baseline 17/18 outturn | 2018/19                | RAG                                       |
|---------------------------------|---|---|------------------------|------------------------|---|
| Reducing recorded crime         | We will aim to be below the London borough average for the overall crime rate | Total Notifiable Offences per 1000 population, as per Home Office approved statistics | 91.1 crimes per 1,000. | 91.6 crimes per 1,000. | London Borough Average 94 crimes per 1000 |
| Reducing Gang Related Offending | Reduce the number of lethal-barrelled gun discharges                          | All recorded lethal barrel gun discharges in the borough reported to Brent Police     | 23                     | 31                     | ↑   |
| Reducing Gang Related Offending | Reduce the number of under 25 year  | All recorded victims of knife related   | 133                    | 103                    | ↓   |

|                                       |  |   |        |                            |   |
|---------------------------------------|--|---|--------|----------------------------|---|
|                                       | old victims of knife related injuries (non-domestic)   | injuries by Brent police  |        |                            |   |
| 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)   | 11,980 | 12,465                     |    |
| Reducing Anti-Social Behaviour        | Reduce the harm caused to the most vulnerable ASB victims  | Monitoring the number of ASB repeat callers to Brent police   | n/a    | 0.1% year on year increase |    |
| Reducing Anti-Social Behaviour        | Reduce the risk to the most vulnerable people referred to our Community MARAC (includes risk for repeat ASB and hate crime victims for the targeted) | 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 (% increase is better) | 36%    | 53%                        |   |
| Reducing Reoffending                  | Reduce the offending rates of the most prolific offenders  | Brent Police offending data for the Offender Management Cohort pre and post point of intervention (higher % is better)  | 20%    | 51%                        |  |
| Reducing Violence and Vulnerabilities | Reduce the number of Violence with Injury Domestic abuse offences  | All Brent Police recorded violent offences where the victim and suspects are intimate partners  | 954    | 909                        |  |

|                                       |  |  |     |      |   |
|---------------------------------------|--|--|-----|------|---|
|                                       |  | or are family members reported to the police and flagged as a domestic incident  |     |      |   |
| Reducing Violence and Vulnerabilities | 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 (% feeling safer) | 70% | 100% |  |
| Reducing Robbery offending            | Reduce the number of knife related robberies   | All Brent Police recorded personal robbery offences with a knife crime flag  | 376 | 338  |  |

*\*Arrow indicates change from the baseline 17/18 outturn.*

### 3.0 Safer Brent Partnership Board Development

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

The below summary sets out the developments we have made to progress these projects over the past year in relation to the SBP priorities.

The 2018-2019 SBP project updates include:

- **Met Patrol Plus – Brent Police Tasking Team**
- **CCTV Upgrade**
- **Predictive Modelling**
- **Rescue and Response: County Lines Project**
- **Outcome Based Reviews**

#### 3.1 Met Patrol Plus- Brent Police Tasking Team

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



sexual abuse, and child sexual exploitation; to ensure that all our priorities are tackled robustly to make Brent a safer place for all.

Anti-social behaviour attributed to 59% of the PTT's activity which is consistent with the volume of work required in these hotspot areas. A large proportion of that activity was **enforcing our Public Spaces Protection Orders** and **use of Community Protection warnings, notices, and Fixed Penalty Notices** for anti-social cohorts who were non-compliant. Gangs attributed to on average 14% of the PTT activity. These geographic areas are also the same as our ASB hotspots and would account for some of these activities recorded under anti-social behaviour.

Emerging gangs in Kingsbury, Wembley, Neasden, and Willesden are now the main problem profile in Brent. These cohorts are often not on the gang's matrix with evidence to show that our more established gangs on the matrix are across county lines.

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

There is still much work to be done with this priority and going forward it has been agreed that the PTT will also be integral in assisting the Police CSE Team in approaching identified vulnerable licensed venues, to raise awareness with businesses on the risks of CSE; helping them develop internal processes to quickly identify such behaviour and report any concerns to the appropriate teams for further investigations. It has also been recently agreed that they will be a priority resource for the CSE unit in responding to Child Abduction Notices in the borough.

**Reducing Reoffending** has attributed to an average 16% of the PTT activity. Due to the increase in violent crime there has been a greater focus from the PTT in increasing detection and enforcement outcomes and this can be evidenced in the last quarter which accounts for 20.37% of their total activity. A large proportion of the PTT programme in the last quarter was dedicated to tackling violent crime (under 25yrs) which also included undertaking stop and search of known drug dealers and habitual knife carriers to help enhance deterrence mechanisms in hotspot locations.

### 3.2 CCTV Upgrade

Since March 2018, Brent Council has upgraded their 20-year-old CCTV systems and infrastructure to a new IP enabled wireless network. This was primarily to make savings, increase capability and flexibility of systems, and ensure we were making the best use of our CCTV for a safer Brent. As per the 2017 Cabinet approval, a contract for £2.5 million was allowed from Capital funding on a spend-to-save basis.

The upgrade has included 67 new HD enabled cameras within our town centres that use a new Synectics system which is data secure, and records all the information put in to the system. There are also five new CCTV sites across the borough, based on evidence of need related to violence and crime. Brent CCTV now operates through a web based access to increase business continuity purposes, and will soon begin to trial a cloud based evidence system.

### **3.3 Data Analytics**

A six-week prototype of the dashboard was run with the Transformation Team in August 2018. The end users included Early Help, Brent Family Front Door, and CYP Locality teams. The teams tested the dashboard as a parallel process to their standard assessment checks. Feedback was captured and changes were implemented during the prototype.

The prototype was deemed a success and a project, governed by the Digital Board, is currently underway to make the dashboard fully operational for the end users. The project will also deliver an ethical framework to govern the deployment of data analytics products going forward. The project is scheduled to deliver by the end of June 2019.

### **3.4 Rescue and Response**

Rescue and Response is a three year MOPAC funded project created to tackle the growing risk to young people being criminally exploited through county lines. Criminal exploitation also known as 'county lines' is when gangs and organised crime networks exploit children to sell drugs. Often these children are made to travel across counties, and use dedicated mobile phone 'lines' to supply drugs. As a result, a coalition of London Boroughs, led by Brent Council, with the support of the MPS special commands and the voluntary sector created the project to provide immediate and flexible support to some of our most at risk victims.

The project consists of partnership coordinators and analysts that cover the four quadrants of London and was fully implemented by September 2018.

Over the next three years the project will be focusing on reducing the risk faced to the young people being exploited via county lines. Analysts will be providing a detailed intelligence product back to boroughs emphasizing the number of county lines each borough has. The project will similarly identify the training need amongst key professionals providing up to date trends and themes to support the promotion of a safer London.

The project is on track and reaching positive outcomes within the first six months of operations.

### **3.5 Outcome Based Reviews**

OBRs were established in January 2016 as a means of supporting delivery of Brent 2020 priorities. From April 2017 the council focused on establishing three new Outcome Based

Reviews which adopt a design methodology (Discover, Define, Develop, and Deliver) to reimagine ways of working and jointly develop and test solutions through working with a wide range of stakeholders.

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

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

Updates on the OBR can be seen in Appendix 1.

#### **4.0 Priority 1: Reducing Domestic and Sexual Abuse**

##### **Why is it a priority?**

Violence Against Women and Girls (VAWG) is a key issue for Brent and requires a multi-agency approach to tackle it successfully. Brent has the fifth highest number of domestic abuse crimes in comparison to the most similar London boroughs in the last 12 months. VAWG incorporates domestic abuse (DA), sexual violence, stalking, prostitution, female genital mutilation (FGM), honour-based violence (HBV), faith-based abuse, forced marriage (FM), and human trafficking. We aim to tackle these issues and support all victims, not just women and girls, through the following five 'Ps';

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.

## What did we do?

1. Raise public awareness about Violence against Women and Girls, providing guidance and support where necessary.
  - Worked collaboratively with the Equalities team and partners to coordinate the **International Women's Day event**, the theme of which was *Balance for Better*. This was attended by approximately 200 people.
  - **Annual White Ribbon Day/16 Days of Activism Against Gender-Based Violence** event was organised and coordinated by the Community Safety team.
  - **Training and information** was provided to all front-line practitioners in conjunction with the LSCB relating to Human Trafficking, Domestic Abuse Awareness, MARAC and Risk Assessments, Freedom Program, FGM, HBV, and FM.
  - **Specialist Training** was also provided to staff within Children and Young People dept. and Housing.
  - **Specialist Police Training** was attended by 260 Brent Police Officers and Detectives with a specific focus on survivors' interactions with police and best practice for dealing with allegations of domestic abuse.
  - **Secondary Care Training** was delivered to over 180 hospital staff at Northwick Park Hospital.
  - **Primary Care Training** was delivered to 120 GPs, Surgery Managers, and Practice Nurses raising awareness about domestic abuse and the importance of routine enquiries.
  - The VAWG Forum has produced a leaflet, providing advice and information on the local and national organisations providing support to survivors of domestic abuse.
  - Brent's **Domestic Abuse Housing Needs Officers** have attended various community locations to raise awareness on the housing options for survivors of domestic abuse. Locations include children's centres, refuges, and the freedom programme.
2. Change attitudes and behaviours that may foster domestic abuse, especially among young people.
  - Brent Council continue to commission a specialist **Children and Young Persons Domestic Abuse Worker** to work alongside Children's Social Care Teams to deliver specialist support to school-aged children who have witnessed and/or experienced domestic abuse.
  - Continue to oversee and ensure collaborative work between providers of **Child Sexual Exploitation and Gang related support**.
  - Galop worked with six young (16-25) **LGBT survivors of DV/SV** as part of the Pan-London LGBT Jigsaw Partnership.

3. Deliver services that are appropriate for Brent's diverse community.
  - Ensured **equal and fair access to services for all** in conjunction with the Safer Neighbourhood Boards through the production and distribution of leaflets in a variety of languages for those from BAME communities.
  - Supported Galop to provide specialist DVA and SV services to **LGBT+** victims/survivors of Domestic and Sexual Abuse in Brent.
  - Continue to support and promote the Brent voluntary sector **VAWG Forum**, aiding specialist services to deliver and offer services.
    - Members of the VAWG Forum have provided five front line **training sessions on harmful practices** to over 155 professionals in Brent to create awareness and understanding of harmful practices to be able to identify and respond effectively.
  - Voluntary sector services have also delivered **five community engagement events** to over a hundred people in Brent. Such events have been held at the Asian Women's Resource Centre, the Pakistani Community Centre, Curzon Crescent Children's Centre, Wykeham Children's Centre, as well as Stonebridge Primary School.
  - The Safer Neighbourhood Board held the 'My Brent' event in partnership with Brent Victim Support – raising awareness across **Brent's various faith groups** about DA and the available support.
4. Ensure perpetrators are held to account and brought to justice whilst supporting those who want to change their abusive behaviour.
  - **Best Practice Innovative Perpetrator Work** – DVIP is commissioned to deliver domestic abuse perpetrator and partner support services to residents of Brent until March 2019. This includes offering perpetrators of domestic abuse access to:
    - The Violence Prevention Programme (DVIP's Respect accredited programme); a 26 session group delivered once a week in Brent with a rolling intake.
    - (Ex) partners of men on the programme are offered support by DVIP's Women's Support Service throughout and beyond the individual's group attendance.
    - DVIP provide a Perpetrator Support Worker (PSW) and a Violence Prevention Worker (VPW) who are co-located within Children and Young People services, providing consultations with professionals and direct client work with referred perpetrators.
  - **Wraparound support for domestic abuse perpetrators** referred into the **Offender Management Programme**.
    - **Targeted work to focus on the top 10 high risk perpetrators.** The Metropolitan Police Service (MPS) have increased resources and created a Risk Management Unit to improve preventative strategies; further ensuring maximum safeguarding relating to all VAWG issues.

- Continue to develop and **strengthen the co-ordinated approach to detection**, arrest, conviction and effective sentencing of perpetrators for domestic violence.

## 5. Protect survivors

- Brent currently commissions Advance (2017- 2020) to provide **advocacy support services** with specialist IDVAs within Wembley Police station, and across our Children and Young People services.
- In March 2018 Brent **secured further funding** from the Home Office Transformation Fund for an additional post for three years to support the non-crimes prevention project and dedicated health based advocacy.
- Brent retains the **best practice process of screening** all non-crime domestic abuse incidents, to allow earlier intervention for standard and medium risk cases.
- Commissioned advocacy services also worked in partnership with Victim Support, The Asian Women's Resource Centre, The Eastern European Advocacy Service, and Galop to provide **coordinated support** to survivors of domestic abuse.
- Continued development of the **Multi Agency Risk Assessment Conference (MARAC)** in line with SafeLives guidance to facilitate appropriate action planning for the highest risk cases of domestic abuse.
- Worked in partnership with other council partners and key stakeholders to develop the **Outcome Based Review** research and implement learning for Domestic Abuse interventions in Brent including:
  - A drop-in 'One Stop Shop' operating ½ day per week offering specialist multi-agency support.
  - Three new posts in the Housing Needs structure which take the lead on DA cases, providing a specialist service to survivors of domestic abuse seeking housing assistance.
- Change, Grow, Live (CGL) continues to run the **EXIT Sex Worker Project**, on behalf of Brent Council, for reduction in sex working including off street prostitution and trafficked sex workers.
- Continued to support the work of **West London Rape Crisis** to ensure survivors of sexual abuse receive adequate support.
- Brent increased use of Clare's Law, Domestic Violence Disclosure Scheme (DVDS), and Domestic Violence Protection Orders to be **top performing borough in the MPS** for the second year, aiding perpetrators to be held to account and to be brought to justice.

## 6. Improved multi agency working and information sharing.

- **Development of the new Risk Management Unit** in the MPS within the Safeguarding portfolio to proactively manage preventative strategies and enhancing coordination of services.

- **Domestic Homicide Reviews (DHR)** - Brent Council 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.
- Two DHRs have been underway during 2018-2019; both of which are still underway, and require Home Office approval.
- **The Brent Multi-Agency Risk Assessment Conference (MARAC)** continues to take place once a month. This is chaired by the Metropolitan Police and coordinated by Advance. The MARAC steering group meets quarterly to allow for monitoring and evaluation of the MARAC process and outcomes.

### How successful have we been?

Over the last 12 months, Brent have had an increase in offences but a proportional decrease in offences with injury. An increase in recorded offences is not necessarily negative as it can indicate increased awareness and trust in services. From 2017 to 2018, the data shows an absolute **decrease in offences with injury** – which is the highest decrease in comparison to Brent's most similar London boroughs. This suggests that increased provision in early intervention has potentially resulted in earlier reporting and a **reduction in high risk victimisation across the borough**.

Advance support services have received a total of 2,616 referrals for 2018/19 from a variety of statutory and non-statutory sources across the borough. Brent has continued to see high numbers of survivors reporting feeling safer, more supported, and an improved quality of life as a result of the support they have received.

| Indicator  | 15/16 | 16/17 | 17/18 | 18/19 | % change from previous year |
|--|-------|-------|-------|-------|-----------------------------|
| % of survivors who feel safer after using the service compared with intake                         | 91%   | 97%   | 100%  | 98.5% | 1.5% decrease               |
| % of survivors who feel confident in knowing how and when to access help and support in the future | 94%   | 100%  | 100%  | 99%   | 1% decrease                 |
| % of survivors who feel that their quality of life has improved after                              | 87%   | 96%   | 100%  | 96%   | 4% decrease                 |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| using the service compared with intake |  |  |  |  |  |
|--|--|--|--|--|--|

**Some of the positive outcomes this year are also:**

- 95% of service users whose risk reduced during and after using the services.
- 94% reported enhanced sense of control/agency around sex and relationships at exit.
- 91% reported positive outcomes in criminal and civil justice after accessing services.
- 100% reduction in sexual abuse experience.
- 100% reduction in harassment and stalking.
- 99% reduction in jealous and controlling behaviours.

**Police Tasking Team (PTT)**

The PTT have continued to support targeted domestic abuse arrests and over the last four quarters reducing domestic and sexual abuse has attributed over 4% of the PTT activity. The last quarter has seen a decrease in PTT activity at 0.52% which is largely due to the working brothels protocol set up with the PTT, with over 23 suspected brothels visited and 28 brothel warnings issued. Domestic and sexual abuse can be sometimes considered as crimes of hidden harm, which are not always visible but the increased awareness of vulnerable locations in the borough where women are often exploited or prevalence of sex working in the Harlesden area has resulted in increased enforcement in the last two quarters.

**Exit Sex Work Project**

ON STREET

- **Outcome: 100%** - The project has so far identified 72 sex workers (street-based), 100% of which have been offered support.
- **Outcome: 79%** - Of the 72 identified sex workers, 57 received brief interventions which included harm reduction advice in relation to sexual health.
- **Outcome: 50%** - 36 of the 72 identified street sex workers have so far been taken into structured treatment.
- **Outcome: 100%** - Of the 15 individuals who exited successfully, all had ceased sex working.

OFF STREET

- **Outcome: 100%** - The project has so far identified 47 sex workers (off street), all of whom have been offered support.



- **Outcome: 100%** - Of the 47 identified sex workers, 47 received brief interventions which included harm reduction advice in relation to sexual health.
- **Outcome: 100%** - Of the 47 individuals who exited successfully, none represented as sex working in the borough.

### **DVIP Perpetrator Intervention programme**

- **Outcome:** 75% of perpetrators supported have increased motivation for change.
- **Outcome:** Eight men have completed the full 26-week group programme at this point. All have demonstrated increased understanding of the impact of their abuse and have demonstrated ongoing commitment to change their behaviour.
  - There were a further 27 men who commenced the programme, and were provided with some structured support.
- **Outcome:** 100% of partners and ex partners of engaged perpetrators reported feeling safer.
- **Outcome:** 100% of perpetrators show an improved understanding of the impact of their abuse on their children by 25%

## **5.0 Priority 2: Reducing the Impact of Gangs/and or Knives in Our Community**

### **Why is it a priority?**

The Metropolitan Police Gangs Matrix has been investigated by the Information Commissioners Office (ICO). The issues highlighted by the ICO are being reviewed by the Metropolitan Police, including the appropriate information sharing with Local Authorities. The investigation did state that there was a valid purpose for the database in tackling the unique challenges that gang violence presents. The 2017 analysis of the Gangs Matrix for Brent will be outlined below due to it still being deemed relevant.

Brent's gang 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. Only 7.3% of the cohort were 17 years old or under, compared to the London average of 20%.

Based on the 2017 Metropolitan Police's Gangs Matrix, there were 22 gangs in Brent. The Gangs Matrix was based on a rolling three years of crimes and intelligence on Brent gang members. When the individual's gang members risk score is accumulated by gang, Church Road/Church End Estate, Stonebridge Estate, and South Kilburn Estate are the highest gang risk areas 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.

### **What did we do?**

1. Identify and target interventions to those at risk.
  - Through the **Offender Management Programme (OMP)**, prolific gang member offenders and knife carriers are offered interventions to reduce their offending and enhance positive outcomes in relation to their support needs. This year, we have tried to encourage greater intervention for those on the periphery of entrenched offending for earlier intervention.
  - **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, and to take responsibility for their actions. This programme works with those involved in gangs to exit gang lifestyle and to provide early intervention to people identified as being on the periphery of gang offending, through service users' specific targeted support, to assist in achieving positive outcomes. The support delivered significantly reduced their involvement in gangs and achieved positive outcomes.
  - **Educational programs** offered to all Primary schools, Secondary schools, and Pupil Referral Units (PRU) within Brent providing early intervention and prevention to Brent's young people and increase awareness around the consequences of joining a gang. The educational programmes 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.
  - **Gang awareness training** delivered throughout 2018/2019 providing professionals who work with gang affected people and/or families' awareness around the issues and how to best support those involved.
  - Increased referrals and interventions to the **Early Help Gangs mentor**. The Youth Gangs worker works with young people within YOS, Early Help, and Social Care.
  - From 2017-2019 a **Mentoring, Sports, and Well-being programme** from Air Network has been commissioned and have provided support to offenders on the Offender Management Programme in the following ways;
    - **Access to the main London prisons** to be able to engage with and provide support to the offenders prior to release and during release.
    - Provide support around the **nine pathways of reoffending** e.g. Housing support and assistance securing housing, education, training and employment, with the aim of securing employment and support with drug and alcohol needs.


2. Source funds and commission projects to support gang exit, diversion and early intervention
  - Through funding from the Safer Neighbourhood Board, a pilot group work **programme for young woman and girls at risk of gangs** was commissioned. Abianda, a social enterprise, work with young women and girls in Brent affected by gangs. This is an opportunity for targeted group work, one to one, and early intervention in addressing issues facing gang-affected young woman and girls. The 12 session group work programme was delivered over a period of 12 weeks. The young women who were suitable for the programme and consistently attended went on to demonstrate positive outcomes, such as a return to school.
  - Community Safety have also **bid for various other projects** throughout the last year, as per Appendix 3, and will continue to do so moving forward.
  
3. Increase public reassurance in hotspot areas by providing a visible presence of uniformed (high visibility vests) council officers and branded vehicles during peak gang activity times.
  - **Community Assurance Programme** - the aims of the additional revenue funded operations were to increase public reassurance in hotspot areas.
  - Community Safety teams were out on the streets at least three times a week during both the Summer and Autumn Nights projects. This increased community assurance and engagement and the level of dialogue between residents and officers. Residents have noticed an increase in the visible Council presence in the borough.
  - 127 intervention activities were logged regarding different ASB and enviro-crime offences. Intelligence gathered via the teams led to many additional arrests linked to violent crime.
  - Community Safety have held two large public meetings in Harlesden and Willesden Green, both of which were well attended. These meetings were set up to discuss crime prevention and community safety in a public forum. Council officers, Councillors, local politicians, and the Police were all present. The meetings updated residents on crime patterns in the area (including knife crime), and what is being done to tackle it.

## How successful have we been?

We have outlined the wide ranging activities delivered and there are more interventions which we contribute to daily, as part of our work to reduce gang related offending.

High harm gang related offending in Brent continues to be high and above the average of our most similar groups. 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.

Below we have highlighted some key successes and impact.

| Interventions | Activities                                 | Outcomes achieved  | Impact   | RAG  |
|---------------|--|--|--|--|
| St Giles      | Mentoring 1-1                              | Between January 2018 – December 2018, worked with 31 service users, with 17 achieving positive Education, Training & Employment (ETE) outcomes, 15 stated that they were less gang affiliated and 20 have taken positive action to address their primary pathway need. | The OMP partnership has exceed target reductions<br><i>(Target Baseline 15% higher % is better):</i><br><br>Reduced gang related offending by 52%<br><br>IOM cohort by 51% |  |
| Air Network   | Sports, mentoring and wellbeing programme. | Between January 2018 – December 2018, worked with 61 service users within the Offender Management Programme and achieved a success rate of 76% within their primary needs of ETE, housing support, substance misuse and health and well-being.                         | HKC cohort by 78%  |  |

| Interventions       | Activities   | Outcomes achieved   | Impact   |       |
|---------------------|--|---|--|-------|
| Police Tasking Team | Dealt with 352 activities around gang related offences.  | 88 arrests since April 2018.  | Dealt with 352 activities around gang related offences.*   | n/a * |
| Gangs Worker        | One-on-one and group work sessions with children and young people identified as gang affiliated/affected in Brent. | Received 55 referrals to date. Positively engaged with 70% of the referrals who reported being less gang affiliated and improved understanding and awareness of the impact of gangs and gang offending. | 70% of those referrals engaged with positive action to address their primary pathway/need.<br><br>15% reduction in reoffending in the last 6 months following engagement with the programme. * | n/a * |

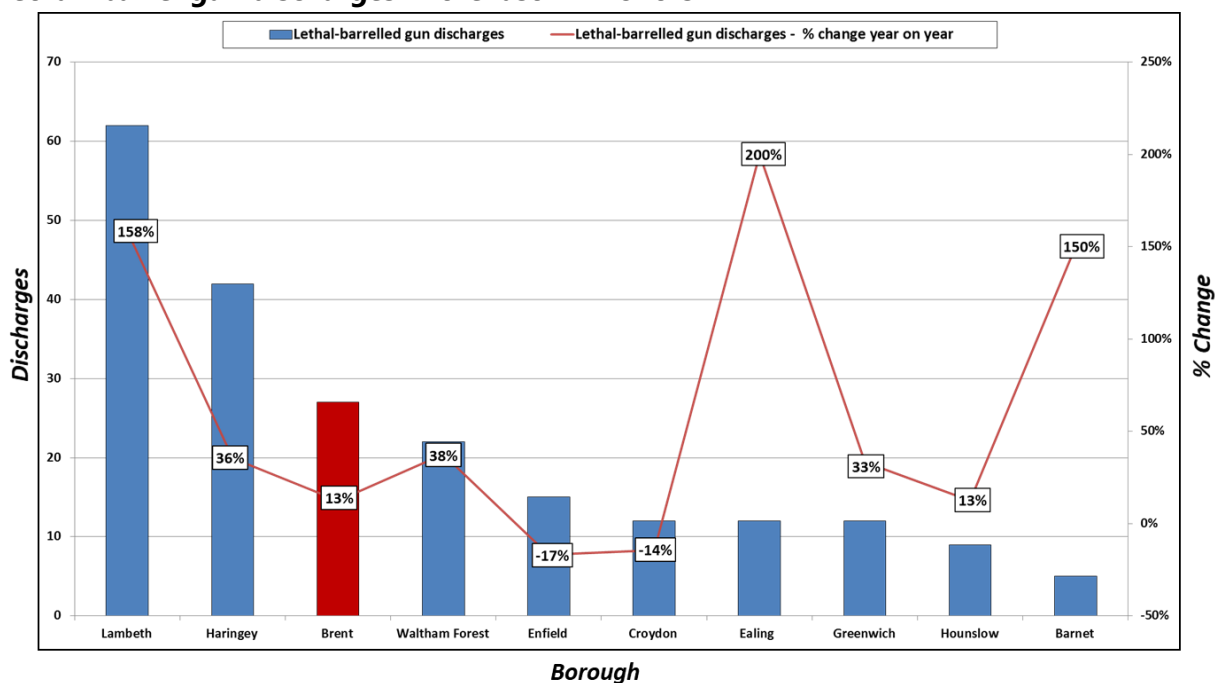
*\*No previous year data for comparison is available.*

### Positive Interventions and Outcomes

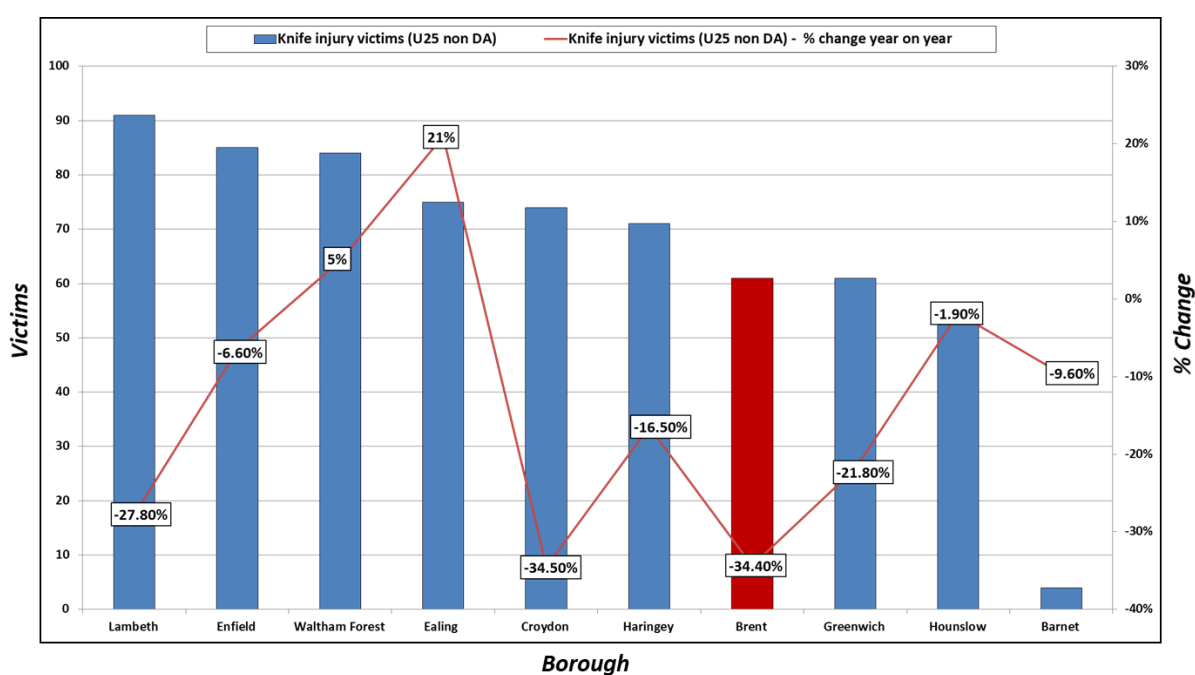
There are currently 63 offenders on the Offender Management programme that fall under the gangs and knife carrier cohort. This is a fluid number with new referrals being accepted and offenders being removed for successful progression of the program and additional reasons.

There has been only one knife-related murder in Brent in the last 12 months and it was not gang-related; and overall we have seen a **reduction of 13% in knife crime offences**. Alongside some of the successes outlined above we are still faced with multiple complex challenges, which are often seen within inner London Boroughs. 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 12.5% from the previous 12 months. Four other boroughs have seen larger increases in lethal-barrelled gun discharges, in comparison to Brent. Stabbing incidents have occurred all across the borough, but there are four hotspots for violent knife crime. These are Neasden town centre, along Neasden Lane, Harlesden town centre, Old Church Road, and Kilburn High Road.

## Lethal- barrel gun discharges in the last 12 months



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



The below table shows the breakdown of murders in Brent from 2013 to 2018:

| Year | Gun | Knife | Other | Total |
|------|-----|-------|-------|-------|
| 2013 | 2   |       | 1     | 3     |
| 2014 |     | 3     | 2     | 5     |
| 2015 | 2   | 6     | 2     | 10    |
| 2016 | 3   | 2     | 2     | 7     |
| 2017 | 1   | 5     |       | 6     |
| 2018 | 1   | 1     | 1     | 3     |

**Overall murders** decreased in 2018 compared to 2017. This is broadly in line with the London average for the same period, which saw a slight decrease in its overall homicide rate.

## 6.0 Priority 3: Reducing Vulnerability and Increasing Safeguarding

### Reducing Violent Extremism

#### Why is it a priority?

The borough of Brent continues to be a Prevent priority area as identified by the Office for Security and Counter-Terrorism, Home Office in 2011. Priority status is based on yearly analysis which indicates that the potential for radicalisation within the borough is high. As a result, Brent receives funding for a Prevent Team and specific project work which aims to build resilience against radicalisation and address risk.

CONTEST 3.0, published June 2018, offers a three-year strategic view for the delivery of Prevent and seeks to:

- **Tackle the causes** of radicalisation and respond to the ideological challenge of terrorism.
- **Safeguard and support** those most at risk of radicalisation through **early intervention, identifying them and offering support.**
- Enable **those who have already engaged in terrorism to disengage and rehabilitate.**

The strategy emphasizes that it is more appropriate to highlight a shift or change in threat than an increase. Since 2013, 25 Daesh inspired terrorist plots have been disrupted alongside four extreme right-wing attacks over the last 12 months. This shift in threat is demonstrated by the 500 current active investigations involving 3,000 subjects of interest. CONTEST 3.0 also acknowledges the speed of transition from radicalisation to attack.

CONTEST 3.0 seeks to expand what is described as the Desistance and Disengagement programme. However, this programme differs from the more widely known Channel programme, in that it is mandatory for individuals to participate.

The strategy also emphasises the importance of building stronger partnerships with communities, civil society groups, institutions, and industry. The latter particularly includes the prevention of dissemination of terrorist material online and building counter-narratives.

Brent Council's approach to local Prevent delivery is informed by the Counter Terrorism Local Profile (CTLP). This document is produced by the Counter-Terrorism Command of the

Metropolitan Police. However, the Local Authority has an opportunity to feed into this document.

## **Delivery**

There are five main functions of Prevent delivery in Brent, they are:

1. **The Channel Programme**
2. **Specialised training**
3. **Targeted Prevent Projects**
4. **Governance and integration of the Prevent duty into Local Authority practice**
5. **Community Outreach and support**

## **The Channel Programme**

The Channel Programme offers support and diversionary activity to individuals who have been influenced by violently extreme groups, many of whom have entrenched views.

In the main, Al-Qaeda and Daesh inspired violent extremism is considered the principal risk in Brent. However, during Financial Year 2018/19 Brent has seen an increase in support for Far Right violent extremism. We are at the early stages of understanding the reach of Far Right groups and their influence within the Brent community and will continue to observe trends in the next financial year.

The Far Right inspired referrals we have received are predominantly regarding individuals from Eastern European backgrounds. This is mirrored in the rise of Far Right inspired graffiti and stickering within the borough. Extreme content has been written in Polish, alongside sprayed swastikas. Referrals often show a marked hatred of Muslims and a "them v us" narrative. This hate is propagated online and within close friendship groups.

In our December Channel Panel there was an equal split of both Far Right and Daesh inspired cases. This mirrors a national trend which has seen a rise in Far Right referrals to Channel. However, we are disappointed that consent to Channel from this cohort is low.



Common themes in all of the cases we support through Channel, regardless of ideology, are those who:

- have experienced real or perceived injustice/s,
- reject authority and government,
- are at risk of school exclusion,
- are exploring a sense of purpose or belonging,
- have undiagnosed cognitive or mental health issues,
- are not previously known to council services.

*\*Figures for individuals referred to the Channel programme are exempt from disclosure.*

### **Specialised training**

During this financial year we have increased our training offer to professionals, students, and the local community. This includes offering bespoke training on understanding Far Right extremism in order to build resilience against this emerging threat and challenge any ideology being propagated locally.

We have a solid programme delivered in schools addressing all forms of violent extremism. For teachers, training focuses on developing a confidence and understanding of the radicalisation process. We also provide a Prevent update which includes an overview of the local risk picture in Brent. This is particularly useful for Governors who are required to risk assess and tailor their own approach to Prevent delivery.

We have delivered three bespoke Prevent training sessions to Elected Members over the course of this Financial Year.

*\*Training figures are exempt from disclosure.*

### **Targeted Prevent Projects**

We deliver targeted local projects to build resilience against extremist rhetoric and related grooming within the community. This includes workshops delivered in schools to develop critical thinking skills and provide challenge to extremist propaganda. We have seen extremist messaging shared online between students and so our projects address risks around the use of social media also.

We fund community based organisations to deliver the Strengthening Families, Strengthening Communities Parenting Programmes. The 13-week course helps to build an understanding of extremist messaging alongside other social harms, such as exploitation and abuse. It also provides parents with the tools to challenge concerning behaviour. These parenting programmes are popular and have delivered eight 13 week programmes across the borough over the course of this financial year.

We have funded a community based 'safe space' programme that works with teenagers and adults to directly challenge extremist rhetoric. Our Channel data suggests the age group predominantly showing support for terrorism are aged between 15 and 23 years. Ages 17 years and above are most likely to decline Channel support. As an alternative, this project has shown at a community based level that it can successfully address extremist narrative and divert those that would be considering support for terrorist related activity. The programme provides a counter-narrative and provides challenge to any recruitment pools within Brent.

We deliver projects that offer support to faith institutions, including madrassas. These programmes raise awareness of violent extremism and exploitation. The programmes also provide organisations with the opportunity to undertake capacity building and accreditation programmes.

*\*Details of Project Providers and figures for those engaged on programmes are exempt from disclosure.*

### **Governance and integration of the Prevent duty into Local Authority practice**

Prevent delivery in Brent is overseen by the following groups and boards.

- **The Safer Brent Partnership** – as Prevent is a selected priority.
- **The Prevent Leaders' Group** – which receive Prevent updates and steers the direction of local delivery.
- **The Prevent Oversight Board** – which pulls together multi-agency partners at a strategic level to provide accountability to the Prevent Delivery Group and to ensure Prevent delivery is consistent across the borough as a whole. This group sat for the first time during Financial Year 2018/19.
- **The Prevent Delivery Group** – which ensures operational actions are implemented at a multi-agency service level. This group is responsible for the borough's Prevent Risk Assessment and accompanying Prevent Action Plan as required by the Prevent duty.
- **The Channel Panel** – which is a multi-agency safeguarding panel which aims to support and divert individuals identified as at risk of engaging in violent extremism. This panel is required as part of the Prevent duty.

### **Community Outreach and support**

Prevent community outreach sits within the broader umbrella of Brent's Stronger Communities Strategy. As well as regular outreach activity undertaken by the Prevent Team, we have hosted four thematic outreach events over the course of this financial year. They were:

- A Home Office to Community Roundtable event
- A mock Community Channel Panel event

- A Youth Voice on Radicalisation event
- A Supporting Madrassas Network event

We hope to increase outreach activities in the next Financial Year, with an emphasis on Youth engagement.

## **Community MARAC**

### **Why is it a priority?**

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

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

### **What did we do?**

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

### **How successful have we been?**

There has been a 52.58% 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.

In 2018, 43 new cases have been managed through the CMARAC panel process. 31 of those cases involve Brent Housing Management tenants. Those supported were all adults with an average age of 52 years old. The cohort was 64% male and 36% female. There were a range of vulnerabilities identified within the cohort including mental health, substance misuse, repeat victim/perpetrator, physical disability, forensic history, vulnerable minority eg. religious, political, cultural, learning disability, sex worker, and homelessness.

The main primary vulnerabilities were mental health and repeat victimisation/perpetrator. Around 75% of the cohort had two or more vulnerabilities identified with mental health and substance misuse as the most prominent combination.

## **Hate Crime**

The Community MARAC also supports hate crime victims and Brent has the fourth highest number of recorded hate crimes in comparison to the most similar London boroughs in the last 12 months. The number of recorded hate crimes has decreased by 0.3% from the previous 12 months. Brent is one of seven boroughs that have seen a decrease in hate crimes in comparison to its most similar London boroughs.

Previous analysis of hate crime in Brent shows that it follows a similar pattern to hate crime nationally, with the numbers of reported hate crimes increasing after a high profile divisive incident/event, such as a terrorist attack. Brexit has the potential to cause an increase in hate crime and will therefore be closely monitored.

Loss of MOPAC funding for the Community MARAC Coordinator post from April 2019 presents current risks to how the panel can be sustained in the next financial year. There are discussions with Brent Housing Management to assess funding opportunities going forward.

The Community MARAC Coordinator established contact with Brent faith groups from the Jewish, Hindu, and Christian Community in 2018/19. The exercise involved raising awareness around reporting channels in to the Community Safety Team and support the council offers through the Community MARAC for hate crime victims. A 'Hate Crime Awareness' (Artwork) session was held in Capital City Academy on 12th December 2018. Students were asked to express hate crime in artwork and the impact it has on them and the surrounding community.

In April 2019, the Community MARAC Coordinator planned to support a 'Hate Crime Awareness Event' organised by the Partnership & Engagement Team, Faith Groups, Brent Housing Management Safer Neighbour Teams, Adult Social Care, Youth Offending team, and other Children and Young People dept. colleagues. There are also plans for weekly awareness raising sessions at Harlesden and Kilburn Library.

## Child Sexual Exploitation Update

### Why is it a priority?

Analysis has highlighted Child Sexual Exploitation (CSE) as a high-risk issue. There are close links across the Gang and Violence against Women and Girls agendas and it is vital that community safety partners are aware of risks and able to access referral pathways when a vulnerable young person comes to notice. A vulnerability-centred approach is likely to highlight issues of CSE.

We work with the Children and Young People Department (CYP) and Local Children's Safeguarding Board (LSCB) to develop pathways to identify and refer victims of CSE, take appropriate action in managing offenders (through MAPPA, OMPF or other processes) and work through our VAWG sub-strategy to raise awareness of sexual violence and change cultural acceptance, in particular through our Ending Gang and Youth Violence strategy.

### What did we do?

1. Proactively support the **development of a CSE strategy** and plan
  - Governance of the CSE agenda in Brent remains shared with the Safer Brent Partnership, and the safeguarding element through the Local Safeguarding Children's Board.
  - The Head of Community Protection has attended all multi-agency LSCB/CSE sub-groups and the Vulnerable Adolescents Panel meetings directly supporting and contributing to the development of the CSE strategy and action plan.
  - Exploration of funding opportunities to provide increased one-to-one support to children at risk of CSE and their families.
2. Link current VAWG and Gang priorities to the CSE agenda
  - Both **Gang and VAWG strategies have been linked to the CSE agenda**, implementing operational actions via the multi-agency strategic action plans. Community Safety have attended the Multi Agency Sexual Exploitation (MASE) Panel and Multi-Agency Professionals meetings to identify links between gangs, violence, and sexual exploitation.
  - The **Integrated Risk Management meeting** monitors any possible links of concern to CSE, referring directly to CSE pathways if needed.
  - All commissioned IDVAs and social workers have been trained by a specialist CSE worker to enhance their knowledge on CSE.

### 3. Identify vulnerable individuals at risk of CSE

- The Head of Community Protection and the Community Safety Analyst contributed to the formation of the Vulnerable Adolescents Panel and are actively involved in shaping its work.
- Our CCTV service have been collating images of girls being seen with known gang members and asking partner agencies to identify and note possible links and concerns of vulnerabilities to CSE.
- The MASE is co-chaired by the Head of Safeguarding and Quality Assurance, CYP, and the Police Detective Inspector. There have been continued close links between the Police, CYP, and Community Safety on individual and strategic levels.
- Through the Integrated Risk Management process in MASH and increased data sharing between police and CYP, children are being **identified as at risk of CSE earlier**.
- A **Vulnerable Adolescents Analyst** (VVA) has been appointed. The role is to analyse and report on data from contacts to Brent Family Front Door and cases where vulnerabilities relating to children and young people going missing, child sexual exploitation, and child criminal exploitation (county lines) are present. The VVA is also tasked with identifying trends and supporting the partnership in consolidating information from assessments, agencies, and other sources that will enable us to improve practice to keep children and young people safe.
- Where younger children have been identified as being at risk, this has been ruled out following initial enquiries or an assessment.

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

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

### 5. Take action to tackle locations

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

## 6. Support prosecutions

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

## 7. Harmful Sexual Behaviour work supported by MOPAC

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

### How successful have we been?

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

For further CSE statistics please see Appendix 3.

## Rescue and Response

### Understanding the local picture

The Rescue and Response project are becoming increasingly aware of Brent's county lines. As the lead borough for the project, we have implemented this well in the first six months:

- 23 referrals for Brent.
- 3 females, 20 males.
- 13 intel referrals.
- Mean age is 16 years old.
- Average ethnicity is Black British Caribbean.
- Main referring agency is Children and Young People department.

## 7.0 Priority 4: Reducing Offenders and Perpetrators from Reoffending

### Why is it a priority?

Whilst the overall number of offenders in London has fallen, the number of people reoffending within London has increased. These prolific offenders cause harm to communities and individuals, and cost London taxpayers the equivalent of £2.2 billion a year in criminal justice costs alone. It requires targeted and specific support to assist them with breaking the cycle of reoffending.

### What did we do?

1. Implement and co-ordinate the multi-agency Offender Management Programme.
  - Developing a strong partnership approach to the delivery of the Offender Management Programme help reduce reoffending.
  - Ensuring that **key strategic partnerships and forums are current and effective**. Due to gang offenders being part of the Offender Management Programme (OMP), we have amalgamated the previous IOM delivery group and borough gang's delivery group, to one overarching offender management delivery group.
  - **Identifying offenders that impact our community** the most through their offending. Currently, gang related offenders make up 35% of the cohort. Knife carriers represent 14%, domestic abuse is 4%, and IOM offenders are 47% of the cohort. Officers from Brent's Gangs Unit successfully executed a drugs search warrant at the address of a gang related offender and seized items including large quantities of money and class A drugs, resulting in a conviction of 40 months' custody.



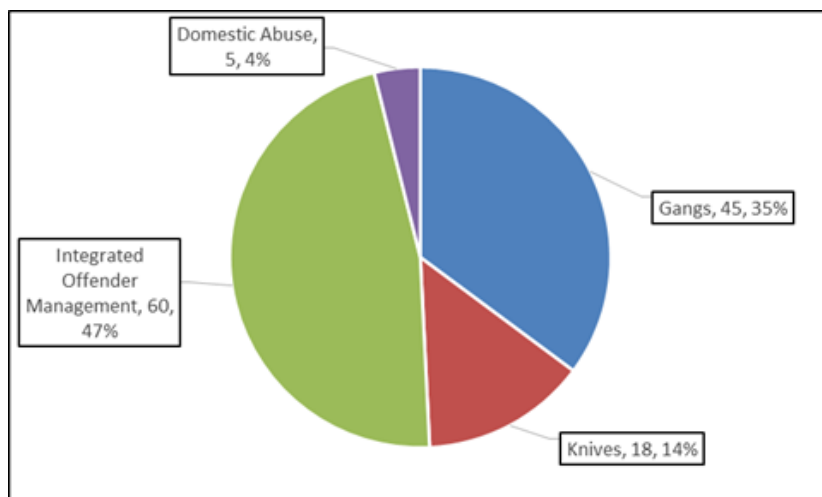
- The programme **targets up to 200 offenders** and offers a bespoke support package that will encourage them to reduce their reoffending and increase outcomes relating to the nine pathways of reoffending.
  - From 2017-2019, we have commissioned several interventions that can support offenders on the programme. This includes a gang intervention programme, sports, Mentoring and Wellbeing programme, Domestic Abuse perpetrator programme, and a gangs worker based within the Early Help service. Please refer to section on gang offending and VAWG for more info.
2. Link current Violence Against Women and Girls (VAWG) priorities to the Offender Management Programme to help reduce Domestic Abuse (DA) reoffending.
- Attending the monthly Domestic Abuse MARAC to ensure perpetrators of domestic abuse are being offered support via the Offender Management Programme and **Domestic Abuse perpetrator programme**, and sharing key information on those perpetrators who are discussed at MARAC.
  - Ensure that the Offender Management Programme is supporting the priorities and there is no duplication of work, and those opportunities for intelligence sharing are met.
  - Providing training to other colleagues on the Offender Management Programme and Domestic Abuse programme, and the referral process.

### Strengthening Partnerships

- **Leading and winning the MOPAC Pan London co-commissioning bid** for a three-year programme that focuses on County Line activity. The Out There Response and Rescue programme will aim to improve the identification and response to the impact of the exploitation of young people by organised criminals from July 2018.
- Supported the **MOPAC Pan London bid for the Advance Minerva Wrap Around** service which assists with reducing reoffending behaviour amongst women with vulnerabilities.
- Attending partner agency panel meetings as core members including the Missing Persons Panel and MASE, linking in with partners to focus on gangs and those at risk and/or vulnerable.
- Participating at the **Brent Police fortnightly Tactical Tasking & Co-ordination Group (TTCG)** meetings. This allows for the Local Authority to highlight gangs/serious youth violence, hot spots areas and current activities being planned.
- **Joint police and Local Authority tasking** of the Police Partnership Tasking Team (PTT) to ensure that the Councils priorities are being focused on, including reducing reoffending. This has included the PTT assisting with arrest warrants of prolific offenders, as well as conducting welfare checks.

## How successful have we been?

Since implementation in April 2018, there have been a total 178 service users on the programme, with currently 127 prolific offenders on the Offender Management Programme. This changes regularly since implementation with new referrals being monitored and offenders being removed. Reoffending is measured on the overall reoffending rate (measured as the percentage of offenders who reoffend) and broken down into cohort types. These are the standard performance measures used across the UK and recommended by the Ministry of Justice.



In line with ensuring we keep the cohort linked to local needs and vulnerabilities, gang related offenders now make up nearly half of the cohort with a further 14% from Habitual Knife Carriers. The programme also now works with domestic abuse offenders and the original reduced Integrated Offender Management cohort, whose offences are generally serious acquisitive crime such as burglary and motor vehicle crime. The overall cohort is 98% male and has an average age of 25 years old.

## Reductions in Reoffending (OMP)

**Outcomes:** The programme has achieved over the baseline outcomes. We have **reduced reoffending** of the cohort by 51%, 52% for the gangs cohort, and 78% for the knife carrier cohort.

| Baseline | Cohort   | Qtr 1  | Qtr 2  | Qtr 3  | Qtr 4 | Average Reduced Reoffending | RAG |
|----------|----------|--------|--------|--------|-------|-----------------------------|-----|
| 15%      | IOM      | 29.74% | 59%    | 64%    |       | 51%                         |     |
| 10%      | LA gangs | 42.27% | 57.14% | 57.14% |       | 52%                         |     |
| 10%      | HKC      | 66.67% | 83%    | 83%    |       | 78%                         |     |

The above table shows the reduction in reoffending for the cohorts of the Offender Management Programme. The new Habitual Knife Carriers and Local Authority Gang cohort have been part of the programme for three quarters. **Both of the new cohorts have seen large reductions in reoffending.**

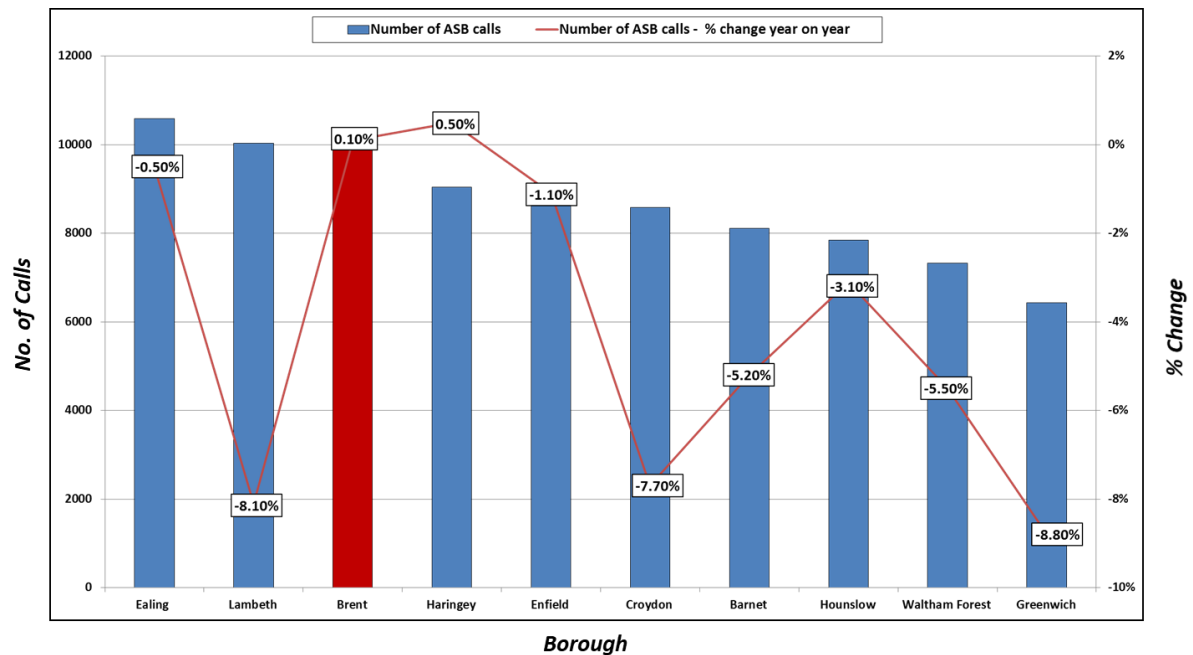
The partnership has been able to achieve the positive outcomes due to strong partnership work to tackling the reoffending rate. This has included commissioning interventions that can assist the cohort with a variety of needs such as housing, ETE, mental health, mentoring and positive activities, as well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

## 8.0 Priority 5: Reducing Anti-Social Behaviour

### Why is it a priority?

Anti-Social Behaviour (ASB) is highlighted as a key concern for residents of Brent. Anti-social behaviour has increased across the Borough, and nationally. Locally, this could be down to increased reporting and also an escalation in open drug markets and the impact of gang activities in Brent. Visible evidence of disorder through unchallenged ASB leads to less secure communities, and can impact negatively on feelings of safety and mental health. Environmental ASB is expensive to react to and leads communities to consider their neighbourhoods negatively, which in turn leads to social disorganisation.

Brent has the third highest number of ASB calls, in comparison to the most similar London boroughs, in the last 12 months. The number of ASB calls to the Police has increased by 0.1% from the previous 12 months. Brent was one of only two boroughs that saw an increase in ASB calls out of the most similar group.



There are two main partnership approaches to tackling ASB in Brent:

- The Brent **Joint Action Groups** (BJAG) which deals 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. BJAG recently amalgamated all 3 Local JAG meetings in December 2018, to better align with the recent Borough Command Unit (BCU) merger with Harrow and Barnet. The BJAG has the ability to direct mobile CCTV resources.
- The **Community MARAC** (CMARAC) brings agencies together on a monthly basis to discuss those who are most vulnerable in Brent.

## What did we do?

### Public Spaces Protection Orders and Causal Labour Markets:

#### Honeypot Lane Public Spaces Protection Order

Brent extended the Honeypot Lane **Public Spaces Protection Orders (PSPO)** in December 2017 to run up until December 2020. The order banned the practice of picking up workers for casual cash-in-hand labour within a specified area. **Casual workers hired in this way are often exploited**, earning less than the minimum wage and exposed to unsafe working environments. The order was also varied to prohibit those loitering in the area with the

intention of seeking casual labour between 06.00 -12.00 hours. The order also gives Brent Council the ability to issue Fixed Penalty Notices, or begin court proceedings against, anyone picking up labourers in those areas, in order to remove the incentive for people to gather there in large numbers looking for work. It also gives the Council the ability to penalise unauthorised coaches for stopping and disembarking passengers within those areas. Fixed Penalty Notices for Breach of a PSPO warning were increased to £100 which is the maximum tariff under the legislation.

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

### **Neasden Town Centre Public Spaces Protection Order**

Brent implemented a three year Public Spaces Protection Order on 3 September 2018 to prohibit weekly scheduled transport stops, often involved in dropping people and goods. The consequences of these activities has seen an evidenced increase in obstructive parking, harassment, waste accumulation, and noise nuisance. The order also gives Brent Council the ability to issue Fixed Penalty Notices, or begin court proceedings against persistent offenders.

### **Borough wide Street Drinking Public Spaces Protection Order**

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

### **BJAG Summary**

The Brent Joint Action Group amalgamated all three Local Joint Action Groups in December 2018. Monthly hotspot maps provided by the Community Safety Analyst are used routinely to prioritise multi-agency enforcement and engagement in the appropriate areas. The noticeable increase has been drug related incidents across Brent which confirms that the single biggest problem is the open drug markets in Brent. Other issues prevalent has been the increase of street drinking, rough sleeping, and organised begging.

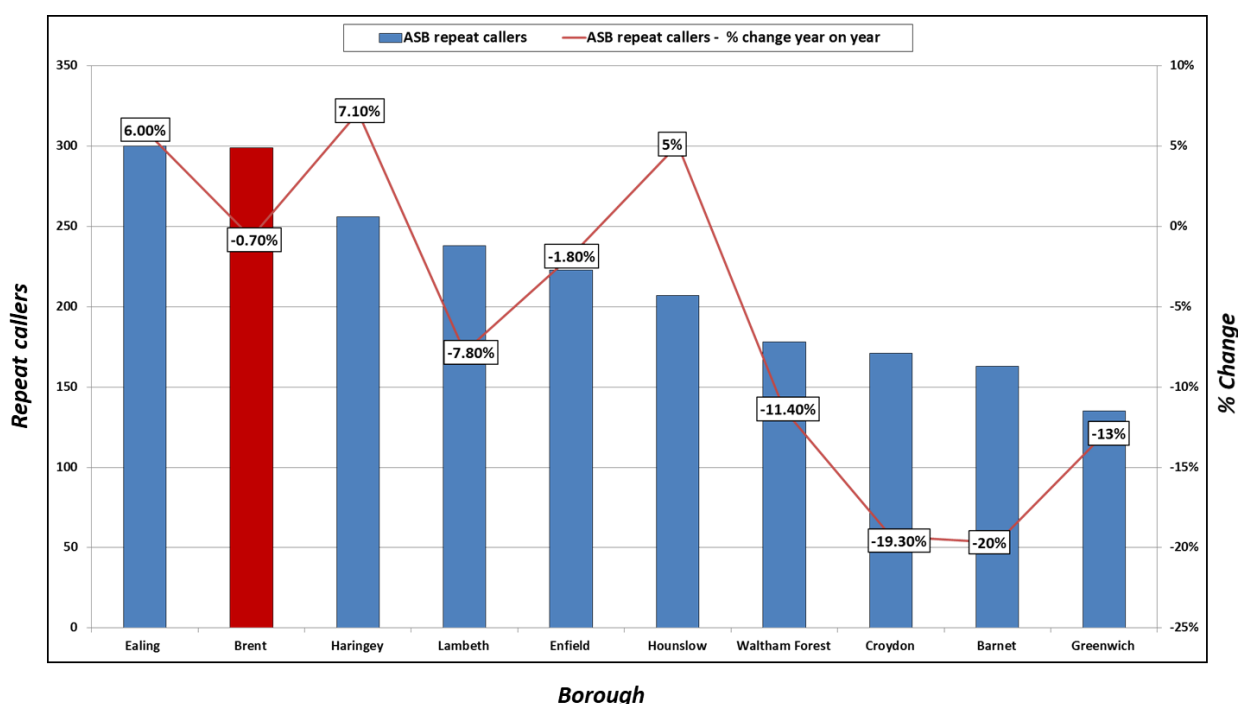
Prolific drug dealers engaged in high level anti-social behaviour and criminality are now routinely targeted for Criminal Behaviour Orders with a 5 stage escalation process agreed with the Brent Police's senior leadership team in 2018. Use of Community Protection Warnings and Notices for antisocial behaviour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

The last 12 months have seen an increased use of Public Protection warnings and fixed penalty notices for breach of the warnings and a policy to prosecute any repeat offenders with Brent's Legal Team. Use of Community Protection Notices have also increased and problem premises associated with nuisance and drugs. Under the Sexual Offences Act 2003 we regularly support Brent Police in closing down suspected brothels, including working with Change Grow and Live (CGL) and Westminster Drug Project (WDP) to support exploited sex workers in Brent.

An overview of all BJAG cases for the last 12 months can be seen in Appendix 4.

### Anti-Social Behaviour Repeat Callers

Brent has the second 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 0.7%** from the previous 12 months. Vulnerable repeat victims who are referred to the Council are managed through the Community MARAC.



### Anti-Social Behaviour Team – BHM Service Level Agreement

Brent's Anti-Social Behaviour Team entered into a service level agreement in July 2018 with Brent Housing Management to manage all medium to high risk anti-social behaviour cases. 43 cases have been referred and managed since July 2018, with 11 of those cases managed

through the Brent Joint Action Group. All cases have been managed satisfactorily with the performance measures.

### **Anti-Social Behaviour and Nuisance Control Realignment**

The recent consultation within Environment Services between 30 August and 14 September 2018 proposed a new structure for the Community Protection service to incorporate changes to realign Nuisance Control functions (NCT) with Anti-Social Behaviour (ASB) functions. The new structure will take effect from April 2019 and will present greater opportunities to tackle nuisance premises maximising tools and powers under the Anti-Social Behaviour Crime and Policing Act 2014 and the Environmental Protection Act 1990.

### **How successful have we been?**

#### **Brent Anti-Social Behaviour Team**

The Brent Anti-Social Behaviour Team within Community Protection have seen a **126% increase of anti-social behaviour cases recorded and managed** from the previous financial year. The management of Brent Housing Management cases under the existing service level agreement, robust policing by the Partnership Tasking team against this priority and a redesign of the team across Brent's 5 Connect Areas, accounted for the rise from the previous year.

**Total cases opened 2018/19 = 506**

**Total cases closed 2018/19 = 352**

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

Anti-Social Behaviour from April 2018 to date has attributed to on **average 59% of the Partnership Tasking Team's activity**, which is consistent with the volume of work required in these hotspot areas and the ongoing enforcement of Public Spaces Protection Orders.

#### **Brent ASB Team Referral Categories:**

| <b>ASB Category</b>     | <b>% of Incidents</b> |
|-------------------------|-----------------------|
| <b>Drug Dealing</b>     | <b>22%</b>            |
| <b>Taking drugs</b>     | <b>15%</b>            |
| <b>Noisy neighbours</b> | <b>14%</b>            |

|   |            |
|---|------------|
| <b>Street drinking</b>  | <b>11%</b> |
| <b>Rough Sleepers</b>   | <b>8%</b>  |
| <b>Neighbour Dispute</b>  | <b>7%</b>  |
| <b>Intimidation / harassment</b>                                | <b>7%</b>  |
| <b>Vehicle related nuisance &amp; Inappropriate vehicle use</b> | <b>6%</b>  |
| <b>Noise</b>  | <b>6%</b>  |
| <b>Loitering</b>  | <b>5%</b>  |

**Year 2018/19 has seen an increase in enforcement action** with additional resource of the Partnership Tasking Team to help police and enforce our hot spot areas.

#### **Customer Satisfaction:**

An annual anti-social behaviour satisfaction survey was conducted across the top five Anti-Social Behaviour categories:

- 67% of customers surveyed rated the service received as very good or good.
- 19% of customers rated the service as fair or poor.

Following the merger of Core ASB and BHM ASB teams this year, the team will endeavour to increase customer satisfaction in the year ahead.

#### **Enforcement Outcomes 2018/19:**

| <b>Enforcement</b>               | <b>Total</b> |
|----------------------------------|--------------|
| Community Protection Warnings    | 9            |
| Community Protection Notice      | 9            |
| Public Spaces Protection Warning | 263          |
| Fixed Penalty Notices            | 31           |
| Criminal Behaviour Orders        | 12           |
| Closure Notices                  | 5            |
| Closure Orders                   | 5            |
| Community Triggers               | 23           |



## Glossary

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

## Appendix 1

| OBR            | Project  | Key completed actions   | Key next steps   |
|----------------|--|---|--|
| Domestic Abuse | DA hub approach  | <ul style="list-style-type: none"> <li>Prototype hub approach completed in May 2018 (4 x 5hr sessions)</li> </ul>   | <ul style="list-style-type: none"> <li>Pilot due to commence in summer 2019 to enable further testing of the service over a 6-month period</li> <li>Pilot findings to feed into Family Hub work</li> </ul> |
|                | DA Housing   | <ul style="list-style-type: none"> <li>Recruitment completed to two DA housing officer posts in housing needs who are taking the lead on DA cases</li> <li>Establishment of Domestic Abuse Housing Alliance accreditation steering group</li> </ul>                     | <ul style="list-style-type: none"> <li>Recruitment is underway to a third DA housing officer post</li> <li>Work towards obtaining a Domestic Abuse Housing Alliance accreditation</li> </ul>               |
|                | DA Commissioned services   | <ul style="list-style-type: none"> <li>Review of DA commissioned services completed and set of recommendations approved by CMT</li> </ul>   | <ul style="list-style-type: none"> <li>Develop an agreed set of principles for DA commissioning and agree an organisational lead to oversee the implementation of this</li> </ul>                          |
| Gangs          | Youth engagement app:<br><br><i>A digital solution that connects young</i> | <ul style="list-style-type: none"> <li>Learning from Hackathon with 20+ local young people fed into development of Brent Youth Zone (BYZ) – a mobile responsive website to connect local young people with activities, information and advice (Apr – Aug 18)</li> </ul> | <ul style="list-style-type: none"> <li>Full promotion scheduled for Mar / Apr 19, including JC Decaux, website banner, posters, flyers etc.</li> </ul>   |

|  |   |  |  |
|--|---|--|--|
|  | <i>people with out of hours youth provision</i>   | <ul style="list-style-type: none"> <li>• Pre-launch version of BYZ tested with local young people at Children's Commissioners Takeover Day (Nov 18)</li> <li>• BYZ soft launched (Dec 18): <a href="https://www.brentyouthzone.org.uk/">https://www.brentyouthzone.org.uk/</a></li> <li>• Soft promotion of site in libraries during Feb 19 half-term</li> </ul>   | <ul style="list-style-type: none"> <li>• Establish closer links with LBOC programme</li> <li>• Evaluation of site to inform further development (including alignment with <a href="#">Slenky</a> offer and exploration of potential for mentor / mentees offer)</li> </ul>   |
|  | <p>Community led support programme</p> <p><i>Community-based project grant scheme</i></p> | <ul style="list-style-type: none"> <li>• Set-up project team with internal staff, 2x residents and 2x young people tasked to oversee the delivery of the recommendations. Three meetings held to date</li> <li>• Action plan devised in partnership with the project team.</li> <li>• Youth Fund criteria, application form and guidance notes drafted and signed off</li> <li>• Agreed provisional date of Saturday 20 July 2019 for Pride of Brent Youth Celebration</li> <li>• Two local organisations working in partnership with the project team to deliver the youth celebration</li> </ul> | <ul style="list-style-type: none"> <li>• Project team to continue to coordinate the action-plan and monitor the action to deliver the targets</li> <li>• Youth Fund to go live April 2019, applications to be made via the funding portal. Publicity will be wide-ranging.</li> <li>• Youth Celebration Nominations expected to go Live Mid- April 2019 and Panel to meet in mid-June. Publicity will be wide-ranging</li> <li>• Pride of Brent Youth</li> </ul> |

|              |            |   |   |
|--------------|------------|---|---|
|              |            |   | Celebration – 20 July 2019, Grand Hall Civic Centre   |
| Edge of Care | Family Hub | <ul style="list-style-type: none"> <li>• OBR findings fed into Oct 18 Budget Proposals 2019/20 – 2020/21</li> <li>• Linked Budget Proposals CYP008 '<i>Develop family hubs from children's centres</i>' and CWB002 '<i>Recommission public health 0-19 service with children's centres contract to realise efficiencies</i>' agreed by Cabinet and Full Council (Feb 19)</li> <li>• Family Hub Task and Finish Group established (Nov 18)</li> <li>• Stakeholder workshop to develop Family Hub Design Principles completed (Feb 19)</li> </ul> | <ul style="list-style-type: none"> <li>• WwF Board sign-off of Design Principles and Engagement Framework (Mar 19)</li> <li>• Engaging key stakeholder groups to shape design of Family Hub model (Mar – May 19)</li> <li>• Prototyping of elements of Family Hub model (date tbc)</li> <li>• Develop commissioning approach (ongoing)</li> </ul> |

## Appendix 2

| Name of bid                              | Amount applied for | Brief overview of bid   | Result       |
|--|--------------------|---|--------------|
| Young Londoners Fund                     | Circa £660,000     | <p>Joint bid with: Harrow, Camden, QPR, Air Network.</p> <p>The fund was looking at setting up projects with a public health approach to crime. It looked to fund projects for young people aged 10-21.</p>   | Unsuccessful |
| Home Office Serious Organised Crime Fund | Circa £80,000      | <p>The purpose of the programme is to provide a personal approach evening and weekend mentoring service to support young people avoid becoming involved in serious organised crime and to work with those already involved by providing positive alternatives and exit strategies</p> | Unsuccessful |

### Appendix 3

| Age of Young People where CSE was identified as a Factor |                |                           |                    |             |            |
|--|----------------|---------------------------|--------------------|-------------|------------|
| Age  | Child Referral | Child & Family Assessment | Section 47 Enquiry | Grand Total | Percentage |
| 6  | 1              |                           |                    | 1           | 0.5%       |
| 7  |                | 1                         |                    | 2           | 1.0%       |
| 9  | 1              |                           |                    | 1           | 0.5%       |
| 10   | 1              | 1                         |                    | 2           | 1.0%       |
| 11   | 1              | 1                         | 1                  | 4           | 2.1%       |
| 12   | 5              | 3                         | 2                  | 13          | 6.8%       |
| 13   | 9              | 10                        | 5                  | 26          | 13.6%      |
| 14   | 14             | 12                        | 10                 | 51          | 26.7%      |
| 15   | 24             | 19                        | 6                  | 64          | 33.5%      |
| 16   | 11             | 9                         | 13                 | 57          | 29.8%      |
| 17   | 12             | 6                         | 4                  | 28          | 14.7%      |
| 18   | 2              | 5                         | 2                  | 19          | 9.9%       |
| <b>Grand Total</b>                                       | <b>81</b>      | <b>67</b>                 | <b>43</b>          | <b>191</b>  |            |

| Ethnicity of Young People where CSE was identified as a Factor |                |                           |                    |             |            |
|--|----------------|---------------------------|--------------------|-------------|------------|
| Ethnicity  | Child Referral | Child & Family Assessment | Section 47 Enquiry | Grand Total | Percentage |
| Any Other Black Background                                     | 16             | 9                         | 8                  | 33          | 17.28%     |
| Any Other Mixed Background                                     | 9              | 11                        | 6                  | 26          | 13.61%     |
| Any Other White Background                                     | 8              | 12                        | 5                  | 25          | 13.09%     |
| White - British  | 7              | 7                         | 9                  | 23          | 12.04%     |
| Black Caribbean  | 11             | 5                         | 3                  | 19          | 9.95%      |
| Any Other Ethnic Group   | 4              | 5                         | 5                  | 14          | 7.33%      |
| Black - African  | 4              | 5                         | 1                  | 10          | 5.24%      |
| Any Other Asian Background                                     | 6              | 1                         | 2                  | 9           | 4.71%      |
| White and Asian  | 3              | 4                         | 1                  | 8           | 4.19%      |
| Information Not Yet Obtained                                   | 5              | 3                         |                    | 8           | 4.19%      |
| Indian   | 5              | 1                         | 1                  | 7           | 3.66%      |
| Traveller of Irish Heritage                                    | 1              |                           | 1                  | 2           | 1.05%      |
| White and Black African  | 1              | 1                         |                    | 2           | 1.05%      |
| White - Irish  |                | 2                         |                    | 2           | 1.05%      |
| Not Known  | 1              | 1                         |                    | 2           | 1.05%      |
| Pakistani  |                |                           | 1                  | 1           | 0.52%      |
| <b>Grand Total</b>   | <b>81</b>      | <b>67</b>                 | <b>43</b>          | <b>191</b>  |            |

## Appendix 4

BJAG Cases April 2018 – March 2019

| Wembley Cluster                     |  |        |   |
|-------------------------------------|--|--------|---|
| Location                            | Issue  | Status | Action / Progress   |
| Honeypot Lane/<br>Westmoreland Road | Public Spaces Protection Order to tackle Casual Labour.  | Open   | Honeypot Lane order extended on 21 December 2017 for 3 years.<br>Order varied to include the prohibition for loitering with the intention of seeking causal labour between 6.00 and 12.00 hours.<br><br>Regular warnings issued under the new prohibition and court sentences for breach of the PSPO. |
| Grand Union Heights                 | Drug smoking, intimidation and criminal damage.<br><br>Fire alarm constantly going off, drug paraphernalia found in communal areas, smell of marijuana throughout the corridors. Numerous cars being vandalised in the underground car park. Regular complainants about groups of 16-25 year olds in the communal car park and podium area of the building. Activities seen on CCTV. | Closed | Location outreached by WDP and patrolled by the SNT.<br><br>Nothing further to do as it was for Sgt Walton (SNT) to provide the landlords with disclosure.  |
| North End Road                      | Complaints from the staff of a School regarding street drinking and ASB.   | Open   | Schools identified. Staff from those schools identified are aware of this however the area is beyond the  |

|                                 |  |        |   |
|---------------------------------|--|--------|---|
|                                 | <p>The road is also being used by unknown males in order to deal drugs to the students of the three student halls on this road. This information has come from the management staff of the halls.</p> <p>Finally the road has become a repeat venue for violent crime, including an attempted robbery.</p> |        | <p>limit of where they will go at the end of a school day.</p> <p>CCTV requested and installed to try and evidence the nuisance behaviour by the school children, drug dealers and street drinking.</p> <p>Offenders and cohorts identified will be managed at the LJAGs and school children referred to Children's Services. Removal of benches were considered and removed.</p> |
| Matthews Close, Brook Avenue    | <p>Reports of young people (under 25yrs) loitering in the communal areas smoking and causing noise nuisance.</p> <p>There was a stabbing on the site on the 25th of February 2018, a teenage boy was taken to hospital in critical condition.</p>  | Closed | <p>WDP have outreached the location and will do late visit with the SNT.</p> <p>Nothing further to do as it was for SNT to provide the landlords with disclosure.</p>   |
| Hirst Crescent                  | <p>ASB and street-drinking, ASB resulting from school children disturbing residents, drug dealing and violent crime.</p>   | Closed | <p>2 individuals served with CPW's. No further issues with them or at that particular location on the estate.</p>   |
| Northwick Park (Rough sleepers) | <p>St Mungo's came across a group of 4 people sleeping in an encampment setting</p>  | Closed | <p>St Mungo's have managed to engage with and will be re-connecting a client back to Slovakia. The others have all left the location.</p>   |



|                            |  |        |  |
|----------------------------|--|--------|--|
|                            | <p>deep into the wood by the hospital.</p> <p>Only one of them was willing to engage with them and their records shows he is known to them but refused in the past to reconnect.</p> |        |  |
| Morello Court              | Ongoing ASB issues and drug use within the premises. Tenant not at the property, has been taken over by persons unknown.   | Closed | No further issues. The tenant has voluntarily moved to secure accommodation elsewhere.   |
| Hirst Crescent (Block 1-8) | ASB drug dealing, people congregating into the early hours and causing a nuisance and possible other criminal activity.  | Open   | Referral made to Community MARAC to address vulnerability concerns.  |
| Alexandra Court            | Drug dealing, car park and communal areas.   | Open   | Landlords updated they are having less issues here. Housing officer will be visiting 2 addresses identified with the outreach partners for substance misuse to see if the tenants will accept help from their service. |
| Kingsbury Road             | Drug dealing and associated ASB / gangs (TFL) gathering in alleyways and service roads   | Open   | A warrant was conducted with one arrest. Now looking to do a CBO on the individual. Another arrest was conducted on 15 Jan for PWIT and also looking to do a CBO on that individual. There is now a                    |

|                           |  |               |   |
|---------------------------|--|---------------|---|
|                           |  |               | <p>temporary camera on Brampton Road.</p> <p>WDP visited the location with their outreach from the young people project. They spoke to a couple of people seen dealing outside Costa Coffee right in front of them. The individuals claimed they were already engaging with Harrow Youth Services.</p>  |
| Queensbury Station Parade | Hotspot location for drug dealing, street drinking, public urination in and around Queensbury Circle, Essoldo Way, and the tube station. | Open          | <p>CCTV at the location to cover the tube station, the green and Essoldo Way.</p> <p>PTT will be tasked to do some work at this location as this is a known hotspot area for crime and ASB.</p> <p>Licensing currently reviewing off – licences who might be in breach of their licensing conditions.</p> <p>PTT enforcement programme scheduled for Spring and summer.</p> |
| <b>Harlesden Cluster</b>  |  |               |   |
| <b>Location</b>           | <b>Issue</b>   | <b>Status</b> | <b>Action / Progress</b>  |
| Talbot Walk / Church End  | <p>Young people congregating.</p> <p>Open Drug market.</p> <p>Smoking / Dealing drugs.</p> <p>Loitering.</p>                             | Closed        | <p>Robust Policing has been in operation.</p> <p>Weapons sweeps carried out.</p> <p>New CCTV to be installed at key locations by RSL.</p>   |
| Craven Park               | <p>Night time economy.</p> <p>Drug dealing.</p>  | Open          | Outreach work carried out by Exit Project.  |

|                      |  |        |  |
|----------------------|--|--------|--|
|                      | Sex working / on street prostitution.  |        | Warnings / Cautions issued to persistent sex workers and plans to signpost them to support services on breach.   |
| Baker Passage        | Rough sleeping.<br>Drug taking.<br>Starting of fires.  | Closed | Joint work done with LFB.<br><br>Worked with rail track to ensure the closure of the passage.<br><br>Outreach work conducted by CGL in support of the drug use.  |
| Chelsea Close        | Rough Sleeping in vehicles.<br><br>Drug usage.   | Closed | Outreach engagement work carried by St Mungo's.<br><br>Worked with managing agent with the removal of the abandoned vehicles which lead to a reduction of those sleeping at the locations.   |
| Amundsen House       | Congregation of young males.<br><br>Dealing / Smoking of drugs.<br><br>Loitering in communal areas of the block / and under block car park.                        | Closed | Installation of CCTV to supplement increased police presence.<br><br>Housing provider reduced points of entry (secured car park).  |
| Bramshill Open Space | Various ASB activities – misuse of the open space (allegations of dangerous dogs).<br><br>Drug dealing.<br><br>Some concerns around street drinking late at night. | Closed | Education given by animal welfare officer relating to dangerous dogs (not class 1 status dogs).<br><br>Increased Police presence and the utilising of the PTT.<br><br>Late night engagement carried out by CGL.<br><br>(Could be a seasonal problem) |

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

|                              |  |        |   |
|------------------------------|--|--------|---|
|                              |  |        | individuals have been accessing in order to target harden.  |
| Yeats Close                  | ASB activities taking place around the children's play area.   | Closed | Installation of deployable CCTV   |
| Our Lady of Willesden Church | Allegations of sex workers are using the church as a location to work from. The Priest has confronted them and been assaulted. The Priest has asked for assistance in stopping the behaviour.  | Closed | Police intervened and helped the situation.   |
| Fryent Country Park          | Trail Bikes - Bikers ride around dog walkers and snatch phones.  | Closed | Installation of deployable CCTV.<br><br>Proposed Park, Open Spaces, Graveyards and Cemeteries PSPO to launch April 19. Policing plan currently being developing by Community Safety and Neighbourhood Management.   |
| Lynton Close                 | Groups of children and adults causing criminal damage, (in Selco) being verbally abusive (including racist abuse) and generally behaving in an antisocial behaviour around the environs of Lynton Close.<br><br>Site overcrowded and vehicles outside the site | Open   | Requested an audit from BHM of all residents on the site.<br><br>BHM to pass intelligence. Evidence of criminality involving Lynton Close residents with offender management to be tracked through the BJAG.<br><br>PTT and Neighbourhood Enforcement programmed planned for the spring and summer. |

|                            |  |        |  |
|----------------------------|--|--------|--|
|                            | used as illegal waste carriers.  |        |  |
| Roundwood Park             | Rough Sleeping.  | Closed | <p>Rough Sleepers / Street drinking activity – 16 referrals via Street Link for Roundwood Park since Jan 2018.</p> <p>Outreach patrols coordinated through the BJAG monthly.</p>   |
| Church Road (bottom end)   | <p>Young males, selling and taking drugs (16-25yrs). Residents and businesses feel threatened, and they have been subjected to verbal abuse. Members of the public are in fear to report any incidents that have taken place in the past. A lot of street drinking particularly within the Somali community. A number of partners are aware.</p> | Open   | <p>There is a lack of reporting makes it difficult to tackle the crimes.</p> <p>Call cards are being introduced to the area to increase reporting.</p> <p>Community Safety currently liaising with local Somali charities in the area to help with engagement.</p> <p>CPN and CBOs to be used (where appropriate) for individuals identified and managed through the BJAG.</p> |
| 128 High Street, Harlesden | Closure Order  | Open   | <p>Two closures were issued March 2019, one for the communal areas of the block of flats and one for a specific flat. This was supported by the landlord. It was granted for 3 months by Willesden Magistrates court.</p>  |

| <b>Kilburn Cluster</b>            |  |               |  |
|-----------------------------------|--|---------------|--|
| <b>Location</b>                   | <b>Issue</b>   | <b>Status</b> | <b>Action / Progress</b>   |
| George Furness House, Grange Road | Drug users / sex workers/ street drinking, drug paraphernalia and fly-tipping.   | Open          | <p>George Furness House bin area secured.</p> <p>InquilabHA HA's long term solution is to break the wall and move backwards to reduce access to the bin area.</p> <p>St Mungo's engaged in ongoing outreach at the location. The Willesden Neighbourhood Manager, SNT and ASB Localities Officer currently monitoring.</p> |
| Chapter Road                      | Young People congregating, smoking and dealing drugs, being noisy and disruptive.  | Open          | <p>Agreed to keep the case open. Massive reduction in frequency of offending Criminal Behaviour orders and Community Protection Notices obtained on key individuals. Programme planned with WDP and the ASB Team to engage users in the spring and summer.</p>   |
| The Avenue                        | Ongoing neighbour dispute regarding ownership of outside cupboard. Landlord informed of their responsibilities, letters exchanged between landlord and solicitors. | Closed        | <p>Established this is civil matter not appropriate for LJAG. Case closure agreed.</p>   |

|                |   |        |   |
|----------------|---|--------|---|
| Seymour Court  | Ongoing neighbour dispute resulting in harassment warnings issued to both parties but they still continued.   | Closed | Matter escalated and referred to court, one neighbour suspected of having Vulnerability issues and referred through the Brent Family Front door. Management transfer considered for an impacted tenant also. Case closure agreed.   |
| The Oaks       | Homelessness, drug addiction.   | Open   | Partnership work with outreach to identify individuals and offer support. SNT to patrol and tackle drug dealing. Ongoing outreach visits from St Mungo's and referrals to the Community MARAC for vulnerable individuals  |
| Windmill Court | Groups accessing communal areas of Windmill Court. Drug/substance misuse and dealing. Resident concerns about a vulnerable males flat being cuckooed. | Open   | Ongoing SNT and BHM Warden patrols.<br><br>BHM have completed consultation for the disabled bay, location have been identified.<br><br>The pirated radio station equipment has been removed.<br><br>Cuckooed Flat referred to the Community MARAC.<br><br>Location to be reviewed for closure at next month's BJAG. |
| Slade Court    | Groups accessing communal areas of Slade Court. Drug use and dealing. Vulnerable residents flat being cuckooed.                                       | Open   | Flat in question boarded up. BHM to refer resident to the Community MARAC and check if resident is housed in temporary accommodation.<br><br>BHM to explore an entry door system with senior managers and update whether one can be installed to prevent easy access to the flats.                                  |



|                          |   |        |   |
|--------------------------|---|--------|---|
| Joules House             | Rough sleeping, drug dealing, and resident intimidation. Two flats within the block suspected of drug dealing.  | Open   | BHM to cleanse the communal area.<br><br>WDP/ St Mungo's to plan joint outreaching the communal areas. Police enquiries into both properties. PTT to support visits.  |
| Gladstone Park           | Fly tipping, ASB and drug activity in the area, most days. Results in intimidation and harassment of the residents.<br><br>Park users threatened with reports of knife attacks.   | Open   | SNT and PTT increased patrols, dispersal zones in place, CCTV installed. Programme underway to improve the lighting in the park, including CCTV signage in entry points. Police arrests for robbery suspects.<br><br>PSPO for parks and open spaces projected to be implemented April 19. |
| Athelstan Gardens Estate | Estate is frequented by various young males (16-25yrs) in large groups who consume and deal drugs (cannabis) daily, making noise / intimidating residents in the local community. Two properties identified as problematic. | Closed | Police investigated the allegations updated no further concerns raised by residents.  |
| Newton Road              | Drug use and dealing. Groups frequenting an address on Newton Road. Drug dealing also nearby in Stoll Close.  | Open   | Metropolitan Housing Trust tasked with investigating the property on Newton Road. Ongoing SNT monitoring and agreed Police to identify best area for CCTV deployment.   |
| Landau House             | Reports of occupant in Landau House using and dealing drug within the   | Open   | Brondesbury Park SNT with the Police Proactive Unit will be gathering intelligence. Warrant   |

|                                      |  |        |  |
|--------------------------------------|--|--------|--|
|                                      | block. Constant flow of people coming and leaving the block of flats in Mopeds. Someone witnessed a knife being retrieved in the communal grounds.   |        | executed on 13 March 2019 and Closure Order and repossession of the property planned.  |
| Watling Gardens & Claire Court       | <p>Groups congregating, reports of drug use, dealing, resident intimidation. Limited CCTV coverage.</p> <p>Claire Court - No entry door system so non-residents gaining access to the block. Drinking, rough sleeping and drug use in the communal areas.</p> <p>Watling Gardens- Vulnerable gentleman allowing rough sleepers and drug users into the flat.</p> | Open   | <p>Suggestion for the existing camera to be repositioned at the Carpark to capture the blind spot. TMO manager will present this proposal to the tenant Management Organisation.</p> <p>TMO Manager to write to all tenants to crime reporting lines and liaise with Mapesbury SNT.</p> <p>Vulnerable tenant in Claire Court passed away. TMO manager to serve Notice to seek possession on illegal occupants in the property.</p> <p>TMO is looking at installing entry door system at Claire Court and ongoing SNT monitoring.</p> |
| Weston House                         | Large groups accessing the communal area, drinking and dealing drugs. Leaseholder in the block of flat was attacked.   | Closed | <p>SNT updated there are no further issues.</p> <p>BHM - no further complaints from residents since the installation of the entry door.</p>  |
| Dawson Rd, Olive Rd, Mora Rd, Ivy Rd | Large groups in vehicles, causing noise, smoking drugs and leaving litter behind. Cars seen racing along Olive Road and complaints of damage to  | Closed | Agreed this case is now closed following completed actions.  |

|  |   |  |  |
|--|---|--|--|
|  | <p>residents' cars and houses.</p> <p>These same people are also believed to be the subjects of complaints regarding ASB in Gladstone Park re: mopeds being used there.</p> |  |  |
|--|---|--|--|

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# Local Policing

Page 81 North West London

**Louis Smith, Supt**

**Neighbourhoods, NW BCU**

# Local Policing

- Introduction
- Impact of the changes
- Communication with LB Brent and Councillors
- Communication with the public

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**METROPOLITAN  
POLICE**

**TOTAL POLICING**



# Introduction

Why change?

- Increased complexity within London
- Increased Nos living in, working in and visiting London
- Reduced budgets

Page 83

.....and change to what?



# Introduction

## The BCU Model

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| New way of working   | Impact   |
|--|--|
| Increased consistency                                      | <i>Common standards of operating practice, quality and performance</i>   |
| Empowered functional leadership                            | <i>Decision making closer to the operational front line, leaders empowered to make key decisions.</i>  |
| Coordinated approach to vulnerability                      | <i>A 'needs focused' service, more issues addressed at an earlier stage</i>  |
| Deal more efficiently with high volume / lower risk demand | <i>Maintain the 999 response and improve management process</i>  |
| Increased focus on prevention and proactive policing       | <i>Reduced victimisation and future demands for policing</i>   |
| Resilient front line supported by specialist capability    | <i>Status of the frontline officer enhanced. Specialist local and central support for the crimes and problems that need them</i>   |
| Resilient operating structures across London               | <i>Changed scale of units to allow dedicated leadership and commitment to critical policing services. Teams that are sufficiently large to make best use of our leadership posts</i> |

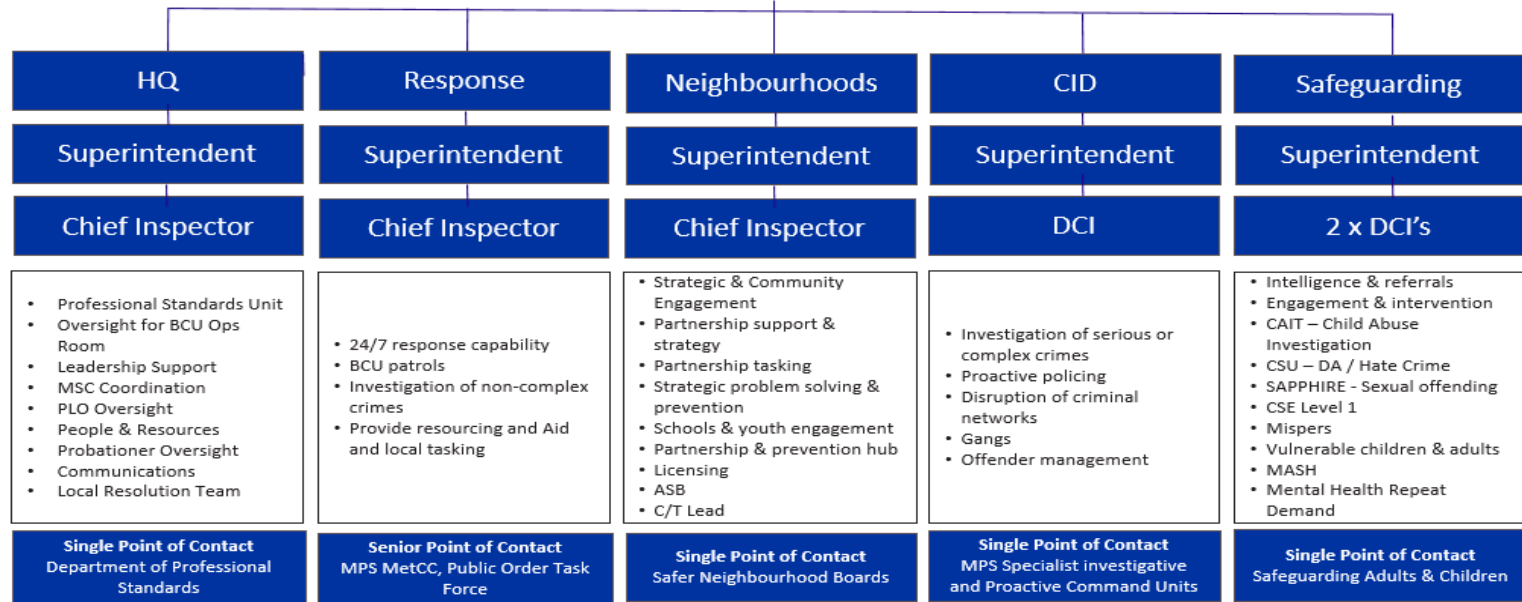




# Introduction

## BCU Commander Chief Superintendent

- Single leader accountable for setting positive, ambitious and realistic direction and purpose supported by clearly defined vision and underpinned by MPS Values and the Code of Ethics
- Develop local strategic business plans to deliver local policing priorities and MPS and MOPAC strategic objectives achieving high quality outcomes and performance
- Engender and maintain strategic partnership relationships to fulfil statutory duties and obligations being the single point of contact to engage partners in activity which prevents and reduces crime and disorder and enhances public confidence
- Manage business change and transformation
- Overall responsibility for BCU budget
- Lead a workforce with the capability, motivation, skills and professionalism which performs to the highest standards and consistently delivers quality specialist services



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**METROPOLITAN  
POLICE**

**TOTAL POLICING**



# Introduction

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## Metropolitan Police Basic Command Units



**METROPOLITAN  
POLICE**

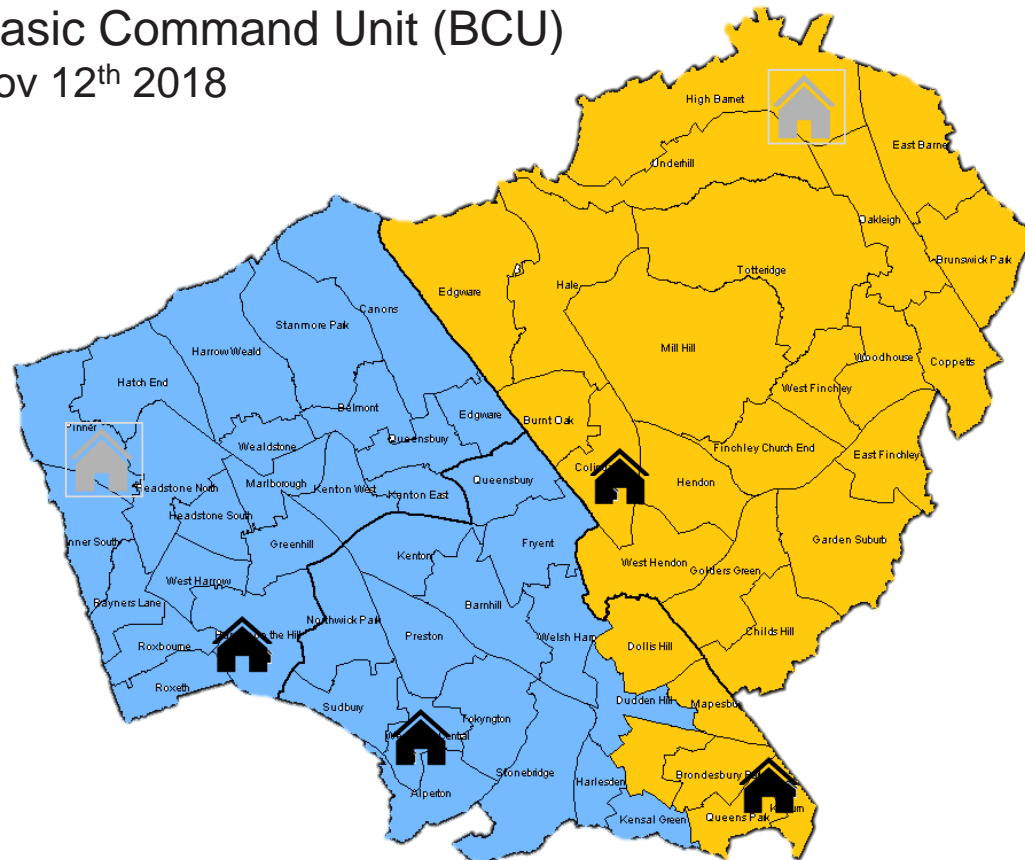
**TOTAL POLICING**



# Introduction

## North West Basic Command Unit (BCU)

- Went live Nov 12<sup>th</sup> 2018



# Impact

- Operational
- Partnerships
- Performance

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**METROPOLITAN  
POLICE**

**TOTAL POLICING**



# Impact

- Operational

- The 5 strands bring specialism to roles. Child abuse and serious sexual offences now investigated within the BCU – improved victim focus and case management.
- Default position for investigation is it remains with the initial investigator. Improved continuity and professional knowledge.
- Response policing moved from 3 to 2 bases. Reduced management cost as larger teams of PCs have same number of supervisors. Inspector posts invested in specialist support roles.
- Bids for resource now made on an equal footing with 11 other very similar BCUs (in terms of risk and demand). There are no 'quiet' BCUs.

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# Impact

- Operational
- Partnerships
  - Police BCUs no longer share a boundary with one Local Authority. Changes the dynamic of this very strong and previously very stable relationship
  - Varying degrees of complexity whether a 2,3 or 4 Borough BCU. Not a linear progression.
  - Most senior officer solely responsible for a London Borough is an Inspector.
  - Partnerships across the strands have different needs – well understood CSP, Adult Safeguarding Board, where do new and emerging issues sit? County Lines?
  - Establishment and performance being managed in part through sale of assets. Closing police buildings a big concern for communities.

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# Impact

- Operational
- Partnerships
- Performance
  - The process of 'storming, norming and performing' is underway. Central North and East Area (unsurprisingly) furthest ahead on that journey.
  - Across the MPS, as compared with 12 months ago:
    - I grade attendance -1%
    - Burglary +3.5%
    - Robbery +8.5%
    - Knife crime -0.2%
    - Knife injury to under 25yr old -18.4%
  - Across NW BCU, as compared with 12 months ago:
    - I grade attendance -2.5%
    - Burglary -1.6%
    - Robbery +14%
    - Knife crime -7.5%
    - Knife injury to under 25yr old -15%

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# Communication with LAs and Cllrs

- Formal contact in three tiers
  1. Daily message to Ch Exec and Community Safety Lead at 8am. Will not always answer concerns so there is an offer to dial in with queries 8am to 9:20am. Expectation this is shared internally as opposed to adding more addresses in the 'to' field.
  2. Event driven bespoke message to key partners if the issue is too important to wait until the next 8am message. Generic but descriptive. Will only share info in public domain.
  3. Messages on high end critical incidents potentially sharing personal data subject to formal information share and official secrets.
- Default contact point for Cllrs is their DWO. Direction that DWOs offer minimum 2 weekly contact – personal or phone.
- Informal communication via various personal contacts. Senior officer responsible solely for Brent is an Insp. Reduction in officers of higher rank – e.g. one Ch Supt as opposed to three.

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# Communication with public

- Decision following local consultation to have a soft launch last Nov. No need to confuse the public with move to BCUs.
- DWOs remain as joint highest priority for posting to. Absolute commitment. Detail underlying that is that there will of course be officers on recuperative duty and occasional gaps of weeks when officers change roles but there is always a plan to fill the vacancy quickly.
- Economies of scale and need for internal comms across the BCU gives rise to posts dedicated to comms. Yet to see full benefits but it is acknowledged as a key role.
- Philosophical question on what it is the police should communicate about. Current violence concerns good example. Issues with police crime data. Do people want to know the facts? Would it be counter productive?
- College of Policing definition of 'engagement'.
- OWL

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# Local Policing

Page 94 North West London

**Louis Smith, Supt**

**Neighbourhoods, NW BCU**

|   |   |
|---|---|
|  | <b>Resources and Public Realm<br/>Scrutiny Committee</b><br>3 July 2019 |
|   | <b>Report from<br/>the Assistant Chief Executive</b>                    |
| <b>Establishment of Scrutiny Task Group on Air Quality</b>                        |   |

|   |   |
|---|---|
| <b>Wards Affected:</b>  | All   |
| <b>Key or Non-Key Decision:</b>   | Non Key   |
| <b>Open or Part/Fully Exempt:</b><br><small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small> | Open  |
| <b>No. of Appendices:</b>   | None  |
| <b>Background Papers:</b>   | None  |
| <b>Contact Officer(s):</b><br><small>(Name, Title, Contact Details)</small>   | Michael Carr - Senior Scrutiny Policy Officer<br><a href="mailto:michael.carr@brent.gov.uk">michael.carr@brent.gov.uk</a><br>Tel: 020 8937 2855 |

## 1.0 Purpose of the Report

- 1.1 The purpose of this report is for the Committee to establish a Scrutiny Task Group, in accordance with Part 4 paragraph 5 of the Council Constitution.

## 2.0 Recommendation(s)

- 2.1 That an Air Quality Scrutiny Task Group be established with the following terms of reference:

- (1) Set out the latest evidence on current issues with air quality in the borough, both across Brent as a whole and between different local communities and neighbourhoods.
- (2) Review and scrutinise the steps which Brent Council, its statutory partners, and stakeholders operating across the borough who have an impact on air quality are taking to address these issues.
- (3) Engage widely with a diverse and representative range of local stakeholders throughout Brent on issues with air quality and the steps they would like to see taken on this issue.

(4) Review and scrutinise relevant local, national and international examples of good practice in addressing air quality; and explore their applicability to Brent.

(5) Should it so wish, make recommendations as to what Brent Council, its statutory partners and stakeholders across the borough who are impacting on local air quality should do to address these issues.

### **3.0 Detail**

3.1 The Resources and Public Realm Scrutiny Committee is considering proposals to establish a Scrutiny Task Group to consider the issue of air quality in Brent and what the Council and its statutory partners and stakeholders across the borough who have an impact on air quality could do further to improve air quality in the Borough.

3.2 It is anticipated that the Task Group will convene over the summer to receive oral and written evidence and report back to the Resources and Public Realm Scrutiny Committee at the end of the year with a report and recommendations to the Council and Cabinet.

### **4.0 Financial Implications**

4.1 There are no financial implications for the purposes of this report.

### **5.0 Legal Implications**

5.1 There are no legal implications for the purposes of this report.

### **6.0 Equality Implications**

6.1 There are no equality implications for the purposes of this report.

### **7.0 Consultation with Ward Members and Stakeholders**


7.1 Councillors Matt Kelcher and Thomas Stephens have indicated that they will propose the establishment of the Scrutiny Task Group on air quality and have been consulted on the terms of reference for the Task Group.

### **8.0 Human Resources/Property Implications (if appropriate)**

8.1 There are no Human Resources/property implications for the purposes of this report.

**Report sign off:**

**PETER GADSDON**  
Assistant Chief Executive

|   |   |
|---|---|
| <br><b>Brent</b> | <b>Resources and Public Realm<br/>Scrutiny Committee</b><br>3 July 2019 |
|   | <b>Report from the Assistant Chief<br/>Executive</b>                    |
| <b>Overview and Scrutiny Annual Report 2018-2019</b>  |   |

|                                   |  |
|-----------------------------------|--|
| <b>Wards Affected:</b>            | All  |
| <b>Key or Non-Key Decision:</b>   | Non-Key  |
| <b>Open or Part/Fully Exempt:</b> | Open   |
| <b>No. of Appendices:</b>         | One: <ul style="list-style-type: none"> <li>Appendix 1: Annual Report 2018/19</li> </ul>           |
| <b>Background Papers:</b>         | None   |
| <b>Contact Officers:</b>          | Pascoe Sawyers, Head of Strategy and Partnerships<br>pascoe.sawyers@brent.gov.uk,<br>020 8937 1045 |

## 1.0 Purpose of the Report

1.1 To provide the Annual Scrutiny Report 2018-2019 for information and review.

## 2.0 Recommendation

2.1 That the Annual Scrutiny Report 2018-2019 be noted.

## 3.0 Detail

3.1 Brent Council's Constitution requires that an Annual Report be provided each year. The report for 2018/2019 covers the activities of the Community and Wellbeing Scrutiny Committee, Housing Scrutiny Committee and Resources and Public Realm Scrutiny Committee during the 2018-2019 municipal year. The report has been agreed by the Chairs of the respective scrutiny committees for that year and will be presented to full Council on 8 July 2019.

3.2 The Annual Scrutiny Report summarises the key activities and scrutiny inquiries undertaken within the remit of each scrutiny committee in 2018-2019. The Community and Wellbeing Scrutiny Committee discharges part of the Council's

health scrutiny function and scrutinises NHS organisations and reviews the provision and operation of health services in the borough and can make reports or recommendations to NHS bodies or Brent Council. The Resources and Public Realm Scrutiny Committee includes discharge of the statutory functions of the local authority's 'crime and disorder committee' which can make reports or recommendations to the Council based on scrutiny of Brent's Community Safety Partnership.

3.3 The Annual Scrutiny Report sets out the policy areas and decision-making of external partner organisations which were scrutinised at committee or task groups set up by each committee. The full details of committee meetings, including minutes and recommendations, have been published on the Council's website where they are available to view and download. Similarly, the Scrutiny Task Group reports are also published on the Council's website.

3.4 The Council has also established the North West London Joint Health Overview and Scrutiny Committee, which has a specific remit focused on North West London and the Sustainability and Transformation Plan for North West London; and the implementation plans and actions by the North West London Collaboration of Clinical Commissioning Groups and its Joint Committee, particularly decisions affecting all of north-west London. Cllr Ketan Sheth is Brent Council's representative on this joint health scrutiny committee, and there is an update included about its activities during 2018/2019.

#### **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 arising from this report.

#### **7.0 Consultation with Ward Members and Stakeholders**

7.1 Non-executive councillors are involved in the scrutiny committees and task groups which are set up by the committees.

**Report sign off:**

**PETER GADSDON**

Assistant Chief Executive



# **Overview and Scrutiny Annual Report 2018/19**

# Contents

## 1. Membership

## 2. Community and Wellbeing Scrutiny Committee 2018/2019

## 3. Housing Scrutiny Committee 2018/2019

## 4. Resources and Public Realm Scrutiny Committee 2018/2019

## 5. North West London Joint Health Overview and Scrutiny Committee 2018/2019

### Scrutiny Committee Contacts:

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*All task group reports, agenda papers, and minutes of scrutiny committee meetings for 2018/2019 are published on Brent Council's webpages, which also have full details of minutes, attendees at a committee meeting and recommendations made by the scrutiny committees.*



## **Membership 2018/2019**

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

Councillor Ketan Sheth, Chair

Councillor Reg Colwill, Vice-Chair

Councillor Ihtesham Afzal

Councillor Rita Conneely

Councillor Claudia Hector

Councillor Promise Knight

Councillor Ahmad Shahzad OBE

Councillor Anita Thakkar

Alloysius Frederick, Roman Catholic Diocese Schools, Co-Opted

Helen Askwith, Church of England Schools, Co-Opted

Simon Goulden, Jewish Faith Schools, Co-opted

Sayed Jaffar Milani, Muslim Faith Schools, Co-opted

Iram Yaqub, Parent Governor Representative Primary Schools, Co-Opted

### **Housing Scrutiny Committee**

Councillor Janice Long, Chair

Councillor Michael Maurice, Vice-Chair

Councillor Abdi Aden

Councillor Tony Ethapemi

Councillor Faduma Hassan

Councillor Robert Johnson

Councillor Daniel Kennelly

Councillor Thomas Stephens

Michele Lonergan, Brent Leaseholders, Co-Opted

Karin Jaeger, Brent Tenants, Co-Opted

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

Councillor Matt Kelcher, Chair

Councillor Suresh Kansagra, Vice-Chair

Councillor Neil Nerva

Councillor Kieron Gill

Councillor Saqib Butt

Councillor Erica Gbajumo

Councillor Sandra Kabir

Councillor Roxanne Mashari

# 1. Community and Wellbeing Scrutiny Committee

## Public Health and Culture

On 10 July 2018 the committee reviewed the work by Public Health England and **childhood immunisation** programmes for school-age children in the borough during 2017/18. The report by Public Health England also looked at immunisation programmes for children aged 0-5 years under the national Routine Childhood Immunisation Schedule. The committee was told that in line with other London boroughs, Brent had not achieved the World Health Organisation recommended 95% uptake coverage for the primaries and Measles, Mumps and Rubella (MMR); however, the borough's rates were one of the highest in north-west London. Two recommendations were made by the committee to Public Health England.

A special committee was organised on 21 November 2018 to review the vision and strategic objectives of the **London Borough of Culture 2020 Programme**. The report presented by the Lead member highlighted that winning the bid for being the London Borough of Culture in 2020 had provided an opportunity to invest in the Brent's rich cultural heritage, arts and young people. In addition, young people had been at the heart of the bid which demonstrated the importance the local authority put on young people's futures. The London Borough of Culture in 2020 will also provide an opportunity to improve the lives of residents in the Borough and engage the diverse communities living in Brent. Seven recommendations were made by the committee.

**Diabetes** rates are high in Brent and a significant health challenge, according to a report presented to the committee on 10 July 2018. Brent Clinical Commissioning Group and the Lead Member discussed with the scrutiny committee the local response in Brent, including addressing high-risk factors, prevention, diagnosis and treatment initiatives and the system-wide approach for helping people who are managing diabetes. Two of Brent's Diabetes Community Champions spoke about their experiences of engaging people at various events, and there was also a contribution from the Chief Operating Officer of diabetes.co.uk at the committee meeting. Three recommendations were made by the committee.

## Health

The committee has found that a significant issue for the NHS and local authority social care is planning and managing **winter pressures**. A report to committee on 30 January 2019 updated members about learning from the previous winter and set out a system-wide approach to winter preparedness in Brent for the winter of 2018/19 by the NHS, and social care. Joining the discussion at committee on 30 January 2019 were leadership representatives from London North West Healthcare Trust, Imperial Healthcare Trust and Brent Clinical Commissioning Group.

On 13 December 2018 there was a committee meeting with the leadership team of London North West Healthcare NHS Trust to update members about the inspection report by the **Care Quality Commission (CQC)** which was in the summer of 2018 and which examined services provided by the London North West Healthcare NHS Trust.

On 28 November 2018 there was a discussion of the **Child and Adolescent Mental Health Services (CAMHS)** offer in Brent, and the improvements and investments identified in the CAMHS Local Transformation Plan. The report, presented by Brent

Clinical Commissioning Group, updated the committee on progress against the recommendations made by the scrutiny committee's task group, chaired by Councillor Shahzad, in 2017 which reviewed Child and Adolescent Mental Health Services. The committee was told that work on developing a programme of peer and staff support in schools was ongoing as well as the engagement and recruitment of community champions. One of the recommendations from the task group was a joint engagement event for parents by the local authority and Brent CCG. This took place on 12 February 2019 at Brent Civic Centre.

Brent Healthwatch attended for the discussion on health items at the committee in 2018/2019.

## **Adult Social Care**

On 17 April 2019 discussed an Update on Transforming Care Programme: Learning Disabilities. The report gave a background to why the Transforming Care programme was developed and an update on Brent's progress against national and regional requirements and priorities. It also set out the priorities for this year agreed at the Health and Wellbeing Board in January 2019. Brent Healthwatch attended for the discussion as well.

## **Children's Services**

The **Annual School Standards and Achievement Report 2017/18** was reviewed by committee on 18 March 2019. At the meeting to discuss the issues set out in the report alongside the Lead member were three head teachers from Brent schools. Linked to this item at the same committee meeting was a discussion of a separate report about the **underachievement of boys of Black Caribbean heritage**.

On 28 November 2018 the committee discussed a report on the **Youth Offer in Brent**, including details on the delivery of services such as Connexions, Brent Youth Parliament, services delivered from Roundwood Youth Centre, and the Brent Youth Zone website. On 28 November 2018 there was a report looking at the development of **family hubs** in Brent. The report provided information about children's centres in Brent and an overview of family hub models and their potential to improve the wellbeing of children and young people. In advance of the meeting, members of the committee visited a family hub in Pimlico run by Westminster Council.

In 2018/19 the committee set up a task group to review **contextual safeguarding**, which was chaired by Councillor Hylton. The five recommendations made by the task group, agreed by the scrutiny committee, were presented to Cabinet on 17 June 2019.

## **Safeguarding Boards**

Members scrutinised the annual reports of the borough's two statutory safeguarding boards to review multi-agency partnership work. The annual report of the **Brent Local Safeguarding Children Board (LSCB)** was presented on 8 October 2018 by the Independent Chair. The report outlined the activities of the Brent LSCB from 1 April 2017 to 31 March 2018. The committee also reviewed the report of the **Brent Safeguarding Adults' Board**. The report was presented by the Independent Chair who introduced the report which provided a summary of safeguarding activity carried out by Brent Safeguarding Adults' Board and its partner organisations across social care, health and criminal justice, in line with the priorities of the Board.

## 2. Housing Scrutiny Committee

### Housing Estates

An important area of focus for the Housing Scrutiny Committee in 2018/19 was reviewing **housing estates** in Brent. On 12 July 2018 there was a discussion about a report which provided the committee with an outline of the Estate Parking Project, commissioned by Housing Management and working in collaboration with the Parking and Highways teams in Environmental Services, to consider the introduction of more effective parking controls. There was also a look at grounds maintenance at the committee meeting on 13 September 2018. The report provided an overview of the **grounds maintenance** arrangement across the Housing Revenue Account (HRA) land as well as an outline of the contract management arrangement, and the council's approach to tree management, and how the ground maintenance service complements the wider approach to housing and neighbourhood management.

The Housing Scrutiny Committee also set up a task group in 2018-19 to review **service provision on housing estates**, chaired by Councillor Long, which reported its recommendations to Cabinet in June 2019. The scrutiny review focused on three housing estates: Chalkhill, Stonebridge and Church End. These estates were among the earliest regeneration areas in the borough, and the estates are now managed by Registered Providers. In each estate, housing management has to be integrated with public realm services such as grounds maintenance, waste and street cleaning, parking and highways. One of the main aims of the task group was to look at this complex area of service delivery.

On 25 April 2019 there was a discussion of tackling **anti-social behaviour**. This report provides the Housing Scrutiny Committee with an overview of the handling arrangements for anti-social behaviour complaints perpetrated or affected by resident living in homes and/or estates managed by the Council. In particular, it provides clarity surrounding cases managed by Brent Housing Management and those referred to the Council's Community Protection Team

### Housing Policy

13 September 2018, The report provides a brief overview of the Council's current **Allocations Scheme**, used for the allocation of Social Housing in Brent, specifically how the scheme is applied to Care Leavers, and explains the allocation of properties owned by Invest4Brent (I4B). On 12 July 2018 there was a review of the **Resident Engagement Framework**. This report provides an overview of Brent Housing Management resident engagement framework, the associated delivery plan as well as an overview of current performance in the contact centre together with the improvement activities underway to deliver further improvements to the council's call-handling performance.

### Finance and Performance

On 29 November 2019 the Housing Scrutiny Committee discussed the **Housing Revenue Account (HRA)** within a local and national policy context, along with the key challenges for the borough and how they are being managed. The report provided members the Housing Scrutiny Committee with an overview of the Housing Revenue Account budget, focusing in particular on specific aspects of the Housing Revenue Account such as ring-fenced funding, self-financing arrangements and impact on the

Housing Revenue Account as a result of the lifting of the borrowing cap, which was announced by the Government in 2019.

At committee on 6 February 2019 there was a review of the 2017/18 **Complaints Annual Report** with a particular focus on complaints performance for housing issues by the Community Wellbeing Department. The report included a summary of the root cause of complaints and improvement actions in the Housing Directorate during 2017/18. The Housing Scrutiny Committee took a particular look at the performance of Brent Council's housing management at a separate meeting on 6 February 2019. The report outlined the current performance for Brent Housing Management from April to December 2018 in key improvement areas and highlighted performance targets alongside monitoring data, commentary and progress against the improvement plan work.

In terms of council housing on 25 April 2019 there was also a look at This report is to provide the Housing Scrutiny Committee with analysis of the Council's rent collection and arrears. It provides detail on rent collection performance for 2018-19. The report outlines some of the key factors influencing rent collection and arrears recovery and describes what action is being taken to maximise collection. Specific focus is given to describing what constitutes technical arrears, small arrears/low levels of debt and how these are managed.

On 6 February 2019 also a review of Welfare Reform and Homelessness (including the Homelessness Reduction Act. The report provides information about the impact of Welfare Reform on housing services and homelessness in the borough, feedback on the impact of the Homelessness Reduction Act 2017 as well as an overview of how challenges and outstanding risk have been managed. 25 April 2019 there was a look at The report presents the draft tackling **financial exclusion strategy** and delivery plan and outlines the proposed next steps in the process.

### **Fire Safety**

Housing Scrutiny Committee spent a significant amount of time monitoring fire safety in the borough in response to the tragedy at Grenfell Tower in June 2017. A task group chaired by Councillor Long reviewed fire safety in low-rise domestic properties of up to nine storeys and the completed report, which contained 11 recommendations, was agreed by the committee on 16 January 2018. Councillor Long formally presented the scrutiny report to the Cabinet on 12 March 2018. On 29 November 2018 there was a progress update about the recommendations in the task group report to the Housing Scrutiny Committee. On 25 April 2019 the scrutiny committee was given an update about progress made with fire safety in the borough, which also reviewed the task group's recommendations and the progress to date with implementing them.

### **Private Rented Sector**

The Housing Scrutiny Committee reviewed the Private Rented Sector and Brent Council's schemes for **landlord licensing** in 2018/19. On 13 September 2018 there was a report providing an outline of the council's landlord licensing scheme within the context of private rented housing in Brent. The report included an overview of its financing, impact on landlords and tenants as well as challenges and future strategies. This looked at the impact of the different licensing schemes introduced in the borough to date.

### 3. Resources and Public Realm Scrutiny Committee

The committee considered a range of issues within its remit during 2018-2019 and heard evidence from Brent Cabinet and executive officers and external stakeholders. This included two in-depth scrutiny inquiries which were undertaken through Scrutiny Task Groups, one on **affordable housing**, looking at ways of increasing affordable housing in new developments and another set up to consider **knife crime** in Brent and possible further actions the council and partners could take to reduce knife crime.

In July 2018 the Committee considered **Brent Council Priorities for 2019** onwards and how the council would deliver its policies and priorities of the administration, with evidence from the Leader of the Council and the Chief Executive. The Committee also considered **Council property and assets** and the new assets strategy, including an examination of how Brent could use its properties to generate workspace and office space for local small and medium-sized enterprises (SMEs). Evidence was heard from the Deputy Leader, the Strategic Director for Resources and the Interim Director of Property.

In September 2018 the committee considered a report on progress with the implementation of the **Digital Strategy**, including an examination of the protections afforded to vulnerable residents. Evidence was received from the Deputy Leader and the Head of Transformation. The Committee considered the **highways contract performance**, including surfacing and repairs, with evidence from the Cabinet Member for Regeneration, Highways and Planning, the Strategic Director of Regeneration and Environment, the Operational Director of Environment Services and the Head of Highways and Infrastructure. The committee also considered **area based working**, with evidence from Cabinet Member for Regeneration, Highways, Planning on the Council's area based approach and the progress of the new Town Centre Managers and Neighbourhood Managers.

In January 2019 the Committee considered the draft **Local Plan**, which was in development for launch in 2020 and due for consultation during 2019, with evidence from Cabinet Member for Regeneration, Highways, Planning, the Strategic Director of Regeneration and Environment, the Operational Director Regeneration and the Head of Planning, Transport and Licensing. It also heard an update from the Deputy Leader and officers on **food banks** and the Cabinet actions following the Food Banks Scrutiny Task Group report recommendations made in 2017-2018 and received a report from the **Affordable Housing Task Group**.

In January 2019 the Committee received a report from the Budget Scrutiny Panel, which had been convened following the publication of the Cabinet's **Draft Budget Proposals for 2019-20 and 2020-2021**, which were considered further in February 2019, including the Council Tax Support scheme and potential impacts of Council Tax collection moving in-house. In February 2019 the Committee also considered the **Annual Report on Complaints 2017-2018**, with evidence from the Deputy Leader of the Council.

In March 2019 the Committee considered **Contracts 2023 and the merits and obstacles of bringing services back in-house** and examined the feasibility and options for bringing the Business Rates service back in-house when the existing contract expires. It considered the Council's **Air Quality** Pledges and how the council

is progressing with local air quality action plan measures, with evidence from the Cabinet Member for Environment, the Strategic Director of Regeneration and Environment and the Operational Director of Environment Services. It also considered initiatives to reduce barriers and increase **recycling in flats**, including current challenges with regards to increasing recycling and what steps are being taken to develop the best possible recycling service for residents.

At its April meeting the Committee considered the **Economic Impact of Wembley Stadium** with oral and written evidence from the Head of Operations of the Football Association, the Senior Manager of Deloitte Sport Business Group and an Assistant Manager of Deloitte. It also considered Tackling **Illegal Rubbish Dumping** on Non-Council Land, with evidence from the Cabinet Member for Environment, the Head of Neighbourhood Management, as well as a report **on street parking management of larger vehicles** and an update on **Electric Vehicle Charging**, with evidence from the Cabinet Member for Regeneration, Highways and Planning.

## **5. North West London Joint Health Overview and Scrutiny Committee**

Overall, members focused on **Shaping a Healthier Future** (SaHF), the North West London Joint Committee, **Continuing Healthcare** and **Health Based Places of Safety** as the main areas of scrutiny in 2018/2019 for the North West London Joint Health Overview and Scrutiny Committee (JHOSC). There was a particular focus on the future of Shaping a Healthier Future (SaHF) and the proposed reconfiguration of acute hospitals (SOC 1). It was confirmed to members during 2018/2019 that the NHS would no longer be taking this programme forward.

Some topics are still dealt with and reviewed by local health scrutiny committees. The JHOSC does not need to deal with all issues but sought to be strategic in its selection of topics. The test for selecting a topic is based on whether it impacts or affects all or most local authorities who are members of the JHOSC. In 2018/2019 the members of the JHOSC were Brent, Ealing, Hammersmith and Fulham, Harrow, Hounslow and Westminster. Richmond is a co-opted member of the joint committee. There was also an approach to Hillingdon Council to ask if they wanted to take part in the North West London JHOSC in the future.


The NW London JHOSC held three meetings in 2018/2019. Full details of the minutes and agenda item papers are available on Brent Council's website. The agenda items for 2018/2019 included:

- Shaping a Healthier Future (SaHF)
- Sustainability and Transformation Plan (STP)
- The proposed reconfiguration of acute hospitals (SOC 1) and the compliance with reconfiguration test
- North West London Joint Committee of CCGs
- Winter Plans

- Patient Transport Strategy
- Health-Based Places of Safety
- NWL CCG's use of consultants
- Congenital Heart Disease standards implementation in London
- Integrated Care Systems and the NHS Long-Term Plan in North West London
- Continuing Healthcare Policy.

The North West London JHOSC is not the only joint health scrutiny committee in London; others have also been established including Inner North East London JHOSC, North Central London JHOSC ,South West London JHOSC, and South East London JHOSC.



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|             | <b>Resources and Public Realm<br/>Scrutiny Committee</b><br>3 July 2019 |
|  | <b>Report from<br/>the Assistant Chief Executive</b>                    |
| <b>The Resources and Public Realm Scrutiny Committee<br/>Agenda Work Programme 2019-2020</b> |   |

|   |   |
|---|---|
| <b>Wards Affected:</b>  | All   |
| <b>Key or Non-Key Decision:</b>   | Non Key   |
| <b>Open or Part/Fully Exempt:</b><br><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>The Resources and Public Realm Scrutiny Committee Agenda Work Programme 2019-2020</li> </ul>        |
| <b>Background Papers:</b>   | None  |
| <b>Contact Officer(s):</b><br><small>(Name, Title, Contact Details)</small>   | Michael Carr - Senior Scrutiny Policy Officer<br><a href="mailto:michael.carr@brent.gov.uk">michael.carr@brent.gov.uk</a><br>Tel: 020 8937 2855 |

## 1.0 Purpose of the Report

- 1.1 This report presents the Draft Resources and Public Realm Scrutiny Committee Agenda Work Programme 2019-2020 for agreement.

## 2.0 Recommendation(s)

- 2.1 That the Resources and Public Realm Scrutiny Committee Agenda Work Programme 2019-2020 be agreed.

## 3.0 Detail

- 3.1 The proposed Resources and Public Realm Scrutiny Committee Agenda Work Programme 2019-2020 has been compiled in consultation with members of the committee, the Council's senior officers and departments and executive members working within the purview of the Committee.
- 3.2 The Work Programme topics have been compiled to reflect the priorities of committee members and available committee time for consideration of the issues and timetabled throughout the municipal year.

- 3.3 The agreed Committee Work Programme will be submitted to full Council, along with the work programmes of the other scrutiny committee as part of the Annual Scrutiny Work Programme 2019-2020.

#### **4.0 Financial Implications**

- 4.1 There are no financial implications for the purposes of this report.

#### **5.0 Legal Implications**

- 5.1 There are no legal implications for the purposes of this report.

#### **6.0 Equality Implications**

- 6.1 There are no equality implications for the purposes of this report.

#### **7.0 Consultation with Ward Members and Stakeholders**

- 7.1 Members of the Resources and Public Realm Scrutiny Committee have been consulted in drawing up the proposed work programme.

#### **8.0 Human Resources/Property Implications (if appropriate)**

- 8.1 There are no Human Resources/property implications for the purposes of this report.

**Report sign off:**

**PETER GADSDON**  
Assistant Chief Executive

## Resources &amp; Public Realm Scrutiny Committee Work Plan 2019-2020

Wednesday 03 July 2019

| Report   | Cabinet Member/s                                      | Strategic Director/s  | External  | Cabinet Forward Plan Item | Community Safety Scrutiny* |
|--|---|---|---|---------------------------|----------------------------|
| 1. Air Quality (Scrutiny Task Group)                         | Cllr Krupa Sheth - Cabinet Member for Environment     | Amar Dave - Strategic Director Regeneration & Environment   | Clean Air For Brent   | No                        | No                         |
| 2. The Safer Brent Partnership (including the Annual Report) | Cllr Tom Miller – Cabinet Member for Community Safety | Carolyn Downs<br>Chief Executive<br>Brent Council – Chair of the Safer Brent Partnership  | MET Police -<br>Sara Leach -NW BCU Commander (responsible for all 3 Boroughs).<br><br>Inspector Lynne Forster | Yes                       | Yes                        |
| 3. Police Tri-borough BCU Reconfiguration                    | Cllr Tom Miller – Cabinet Member for Community Safety | Carolyn Downs<br>Chief Executive<br>Brent Council – Chair of the Safer Brent Partnership<br><br>Amar Dave - Strategic Director Regeneration & Environment | MET Police -<br>Sara Leach -NW BCU Commander (responsible for all 3 Boroughs).<br><br>Inspector Lynne Forster | No                        | Yes                        |
| 4. Knife Crime Scrutiny Task Group Update                    | Cllr Tom Miller – Cabinet Member for Community Safety | Carolyn Downs<br>Chief Executive<br>Brent Council – Chair of the Safer Brent Partnership<br><br>Amar Dave - Strategic Director Regeneration & Environment | MET Police -<br>Sara Leach -NW BCU Commander (responsible for all 3 Boroughs).<br><br>Inspector Lynne Forster | Yes                       | Yes                        |

\*Section 19 of the Police and Justice Act 2006

**Thursday 12 September 2019**

| <b>Report</b>  | <b>Cabinet Member/s</b>  | <b>Strategic Director/s</b>  | <b>External</b> | <b>Cabinet Forward Plan Item</b> | <b>Section 19 Police &amp; Justice Act</b> |
|--|--|--|-----------------|----------------------------------|--|
| 1. Alcohol Licencing Strategy  | Cllr Tom Miller – Cabinet Member for Community Safety<br><br>Cllr Shama Tatler - Cabinet Member for Regeneration, Highways, Planning | Amar Dave - Strategic Director Regeneration & Environment  |                 | <b>Yes</b>                       | <b>No</b>                                  |
| 2. Council Tax Support and Local Welfare Assistance                        | Cllr Eleanor Southwood - Cabinet Member for Housing and Welfare reform   | Peter Gadsdon – Strategic Director Policy and Performance  |                 | <b>No</b>                        | <b>No</b>                                  |
| 3. Budget Scrutiny (Scrutiny Task Group) Membership and Terms of Reference | Cllr Margaret McLennan - Deputy Leader of the Council  | Conrad Hall - Chief Finance Officer<br>Peter Gadsdon – Strategic Director Policy and Performance |                 | <b>No</b>                        | <b>No</b>                                  |
| 4. Annual Complaints Report  | Cllr Margaret McLennan - Deputy Leader of the Council  | Peter Gadsdon – Strategic Director Policy and Performance  |                 | <b>Yes</b>                       | <b>No</b>                                  |

## Wednesday 04 December 2019

| Report                                    | Cabinet Member/s   | Strategic Director/s                                      | External | Cabinet Forward Plan Item | Section 19 Police & Justice Act |
|---|--|---|----------|---------------------------|---------------------------------|
| 1. Data Led Service Delivery              | Cllr Muhammed Butt- Leader of the Council<br><br>Cllr Tom Miller – Cabinet Member for Community Safety | Peter Gadsdon – Strategic Director Policy and Performance |          | No                        | No                              |
| 2. Tourism in Brent                       | Cllr Shama Tatler - Cabinet Member for Regeneration, Highways, Planning                                | Amar Dave - Strategic Director Regeneration & Environment |          | No                        | No                              |
| 3. Air Quality Scrutiny Task Group Report | Chair of Task Group to present<br><br>Cllr Krupa Sheth - Cabinet Member for Environment to respond     | Amar Dave - Strategic Director Regeneration & Environment |          | Yes                       | No                              |

**Wednesday 29 January 2020**

| <b>Report</b>  | <b>Cabinet Member/s</b>                               | <b>Strategic Director/s</b>  | <b>External</b> | <b>Cabinet Forward Plan Item</b> | <b>Section 19 Police &amp; Justice Act</b> |
|--|---|--|-----------------|----------------------------------|--|
| 1. Budget Scrutiny Task Group Report                                     | Cllr McLennan - Deputy Leader of the Council          | Conrad Hall - Chief Finance Officer  |                 | <b>Yes</b>                       | <b>No</b>                                  |
| 2. Property and Capital Strategy   | Cllr Margaret McLennan - Deputy Leader of the Council | Conrad Hall - Chief Finance Officer  |                 | <b>No</b>                        | <b>No</b>                                  |
| 3. Pensions Policy   | Cllr Margaret McLennan - Deputy Leader of the Council | Conrad Hall - Chief Finance Officer<br>Amar Dave - Strategic Director Regeneration & Environment |                 | <b>No</b>                        | <b>No</b>                                  |
| 4. Violence Against Women (Task Group) Membership and Terms of Reference | Cllr Tom Miller – Cabinet Member for Community Safety | Amar Dave - Strategic Director Regeneration & Environment  |                 | <b>No</b>                        | <b>No</b>                                  |

**Thursday 12 March 2020**

| <b>Report</b>             | <b>Cabinet Member/s</b>                           | <b>Strategic Director/s</b>                               | <b>External</b>             | <b>Cabinet Forward Plan Item</b> | <b>Section 19 Police &amp; Justice Act</b> |
|---------------------------|---|---|-----------------------------|----------------------------------|--|
| 1. Brent Parks            | Cllr Krupa Sheth - Cabinet Member for Environment | Amar Dave - Strategic Director Regeneration & Environment |                             | <b>No</b>                        | <b>No</b>                                  |
| 2. Brent Cycling Strategy | Cllr Krupa Sheth - Cabinet Member for Environment | Amar Dave - Strategic Director Regeneration & Environment | The London Cycling Campaign | <b>No</b>                        | <b>No</b>                                  |

**Tuesday 21 April 2020**

| <b>Report</b>  | <b>Cabinet Member/s</b>  | <b>Strategic Director/s</b>                               | <b>External</b> | <b>Cabinet Forward Plan Item</b> | <b>Section 19 Police &amp; Justice Act</b> |
|--|--|---|-----------------|----------------------------------|--|
| 1. Review of The Use of Food Banks in Brent Scrutiny Recommendations | Cllr Eleanor Southwood - Cabinet Member for Housing and Welfare reform | Peter Gadsdon – Strategic Director Policy and Performance |                 |                                  |  |