



## Resources and Public Realm Scrutiny Committee

**Monday 10 May 2021 at 6.00 pm**

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

Please note that this meeting will be held as a socially distanced physical meeting. Guidance on the safe delivery of face-to-face meetings is included at the end of the agenda frontsheet.

Should any member of the Committee be unable to attend in person please contact the meeting administrator (as listed below) so alternative arrangements can be made. Please note that if unable to attend in person it will not be possible for that member to participate in the voting on any item that may be required during the meeting.

**Due to current restrictions and limits on the socially distanced venue capacity, the press and public will be able to attend this meeting via the live webcast. The link to attend the meeting will be made available [here](#).**

### Membership:

#### Members

Councillors:

Mashari (Chair)  
Kansagra (Vice-Chair)  
S Choudhary  
Johnson  
Kabir  
Hassan  
Long  
Miller  
Shah  
Conneely  
Hylton

#### Substitute Members

Councillors:

Aden, Afzal, Daly, Ethapemi, Hector, Lloyd, Sangani,  
Shahzad and Thakkar

Councillors:

Colwill and Maurice

**For further information contact:** Craig Player, Governance Officer  
Tel: 020 8937 2082; Email: [craig.player@brent.gov.uk](mailto:craig.player@brent.gov.uk)

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### **Notes for Members - Declarations of Interest:**

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

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

If the Personal Interest is also 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
<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>  To approve the minutes of the previous meeting held on 14 April 2021 as a correct record.	1 - 6
<b>5 Matters arising (if any)</b>  To consider any matters arising from the minutes of the previous meeting.	
<b>6 Topical Item</b>  To hold a discussion on waste and recycling in the borough.	
<b>7 Brent Voluntary and Community Sector</b>  To receive a report on the Council's work with the Voluntary and Community Sector.	7 - 20
<b>8 Knife Crime Scrutiny Review Update</b>  To receive an update on the actions relevant partners have taken to ensure the issue of knife crime is addressed in the borough.	21 - 44

**9     Brent Poverty Commission Report and Recommendations** 45 - 56

To review the implementation of the Brent Poverty Commission recommendations as agreed by Cabinet.

**10    Scrutiny Recommendations Tracker** 57 - 76

To receive a report on the progress of implementing key council strategies, including the Policy Framework and the status of recommendations made by the Committee.

**11    Forward Plan of Key Decisions** 77 - 91

To review the Forward Plan of Key Decisions and to consider any issues that may be considered by the Committee.

**12    Dates of Future Meetings**

To note the schedule of dates for future meetings during the 2021/22 municipal year, as follows:

- Tuesday 6 July 2021
- Tuesday 14 September 2021
- Wednesday 10 November 2021
- Tuesday 18 January 2022
- Wednesday 9 February 2022
- Wednesday 9 March 2022

**13    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:            Tuesday 6 July 2021**

### **Guidance on the delivery of safe meetings at The Drum, Brent Civic Centre**

- We have revised the capacities and floor plans for event spaces to ensure they are Covid-19 compliant and meet the 2m social distancing guidelines.
- Attendees will need to keep a distance of 2m apart at all times.
- Signage and reminders, including floor markers for social distancing and one-way flow systems are present throughout The Drum and need to be followed.
- Please note the Civic Centre visitor lifts will have reduced capacity to help with social distancing.
- The use of face coverings is encouraged with hand sanitiser dispensers located at the main entrance to The Drum and within each meeting room.
- Those attending meetings are asked to scan the coronavirus NHS QR code for The Drum upon entry. Posters of the QR code are located in front of the main Drum entrance and outside each boardroom.



## **MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE** **Wednesday 14 April 2021 at 6.00 pm**

PRESENT: Councillor Mashari (Chair), Councillor Kansagra (Vice-Chair) and Councillors S Choudhary, Johnson, Kabir, Hassan, Long, Miller and Shah

Also Present: Councillor McLennan (Deputy Leader and Lead Member for Resources), Tatler (Lead Member for Regeneration, Property and Planning), Southwood (Lead Member for Housing and Welfare Reform) and Krupa Sheth (Lead Member for Environment)

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

Apologies were received from Councillors Perrin and Mahmood.

2. **Declarations of interests**

None.

3. **Deputations (if any)**

None.

4. **Minutes of the previous meeting**

It was **RESOLVED** that the minutes of the previous meeting held on 27 January 2021 be approved as a correct record.

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

None.

6. **Building a Better Brent - A Review of the Brent Council Priorities and Strategies**

Councillor McLennan, as Deputy Leader and Lead Member for Resources introduced a report on the progress on the Borough Plan 2020/21, the Borough Plan 2021/22 and the Council's policy framework.

Shazia Hussain, Assistant Chief Executive then gave a presentation on the Borough Plan 2021/22 and the key supporting strategies and plans and specifically the Poverty Commission, the Equality Strategy, the Black Community Action Plan and the Climate and Ecological Emergency Strategy. She advised that the Borough Plan was developed within the changed local, regional and national context including the impacts of the global pandemic and other pressing challenges affecting a range of service and policy areas such as the climate emergency and the housing crisis. The Borough Plan would have five overarching strategic themes

with desired outcomes and actions that would run for the entirety of the plan and form the basis of its delivery. She assured members that detailed delivery plans were in place for each of the supporting strategies and plans and that all were supported by performance measures and key indicators that were linked to other Council strategies and service plans. She advised that refocused performance reporting was being developed alongside this and new reports would be presented on a quarterly basis to Cabinet and the Scrutiny Committees.

The Committee was then invited to raise questions on the updates provided, which focused on a number of key areas as highlighted below:

- It was noted that corporate and departmental strategies were refreshed at different times and some, such as the Financial Inclusion Strategy 2015, Health and Wellbeing Strategy 2014-17 and Housing Strategy 2009-14, were currently being reviewed.
- In response to a question regarding the delivery of corporate and departmental strategies, it was noted that they were developed and managed on a departmental basis, reviewed regularly and subject to member scrutiny. The successful delivery of the Borough Plan was subject to the successful delivery of these strategies.
- It was noted that the new performance framework was being developed with a number of principles in mind. Progress on activity would be monitored using key performance indicators and corporate performance reports to ensure that the leadership be assured of delivery with proportionate and meaningful performance measures including the use of 'journey' indicators to demonstrate progression to long-term aims.
- In response to a question regarding measuring the performance of poverty reduction actions, it was noted that a number of the key indicators included in the performance framework would feed into the overall picture of poverty in the borough. Members suggested that the national measures of relative and absolute poverty be taken into consideration when measuring poverty levels across the borough.
- Whilst it was recognised that more work needed to be done to ensure residents did not litter, it was noted that Community Clean-Ups and Skips were important initiatives that encouraged community participation and awareness.
- In response to a question regarding the level of funding for environment-related services, it was explained that social value could be used as a means of helping to provide alternative methods to support local communities over and above the services that were already delivered. It would also look to engage and embed social value within procurements across the council, members and supplier base.
- It was noted that the Council was committed to working alongside Transport for London to ensure residents continue to use cleaner modes of transportation as restrictions are lifted, for example by promoting active travel and Schools Streets. It was recognised that changes to travel infrastructure needed to be coupled with community engagement at every stage.
- In response to a question regarding the impact of population growth on the delivery of key strategies and plans, members were assured that each



strategy had a year-by-year delivery plan that would account for changing local, regional and national contexts.

- It was noted that pavement widening schemes were being implemented by the Highways Team in conjunction with Town Centre Managers and were funded through pandemic-related central government funding. These schemes were being reviewed regularly and residents were encouraged to report any issues that may arise.
- In response to a question regarding the impact of the Transport Strategy on those with disabilities, it was noted that it had been developed in consultation with the Disability Forum and the Royal National Institute of Blind People. Members were assured that the administration were committed to ensuring all transport infrastructure was accessible.
- It was noted that there would be a steering group for each priority outlined in the Equality Strategy and membership comprised of those groups and individuals who would be delivering its objectives.

## **7. Air Quality Task Group Scrutiny Report and Recommendations**

It was agreed that this item be taken before item 7 on the agenda.

The Committee was invited to raise questions on the report, which focused on a number of key areas as highlighted below:

- It was noted that a number of funding sources were being considered for infrastructure projects to promote sustainable travel. This included the use of Neighbourhood Community Infrastructure Levy, which would provide grant funding for community-led projects related to sustainable travel. Members encouraged officers to look to improve existing infrastructure as well as building new infrastructure.
- While the safety of children on School Streets had not been raised as a London-wide issue, members concerns on this matter were noted. Members were assured that discussions would take place on how to ensure children felt safe on these roads and it was noted that funding had been received to install cameras on a number of Schools Streets in the borough.
- In response to a question regarding through traffic to the North Circular Road, it was noted that the Healthy Neighbourhood scheme sought to divert through traffic away from residential areas and as such reduce carbon levels in these areas. It was recognised that this was a long-term ambition and traffic levels in these areas may increase in the short-term.
- In response to a question regarding the benefits of the Healthy Neighbourhood scheme, it was noted that the Lead Member for Environment, Property and Planning had received a number of representations from residents who felt much safer walking and cycling in these areas. It was also hoped that air quality would increase and congestion be reduced in these areas. It was recognised that some residents were not happy with the scheme, and members were assured that if the trials were not successful they could be amended or removed.
- It was noted that air quality in those areas designated as Healthy Neighbourhoods, Low-Traffic Neighbourhoods or School Streets was being monitored and would be evaluated. This would involve cross-comparisons with other boroughs and an understanding of the relevant mitigating

factors. All data would be shared with the Committee and published online at when available.

## 8. **Delivering a Better Brent - Quarter 2/3 Performance Reports**

Councillor McLennan, as Deputy Leader and Lead Member for Resources introduced a report on the Council's corporate performance in the second and third quarters of 2020/21. The content of the report focused primarily on the Borough Plan, Building a Better Brent (2019-2023) and its priorities.

The Committee was invited to raise questions on the report, which focused on a number of key areas as highlighted below:

- In response to a question regarding delays in the construction of affordable homes during the pandemic, members were assured that the Council were not significantly behind their house building targets. It was noted that around 255 families had now moved into those homes already constructed.
- Regarding the void process, members were assured that the target re-let time for properties with major works of 72 was achievable. A voids task force had been established and would be chaired by the Operational Director in order to identify and address the issues affecting voids turnaround times. A new accountability process had also been identified, with one officer now responsible for all voids.
- In response to a question regarding accountability for those contractors that were not performing as expected, it was noted any contract was subject to a set of required targets. Should these targets fail to be met, the Council would take measures to improve performance and, if necessary, impose penalties. Members suggested that details of the measures taken be included in future performance reports.
- It was noted that the third quarter saw a further decline in the performance of Category 2 highways defects repaired on time. The contractor reported staff shortages when a number of teams had to self-isolate, but the backlog caused by these absences had been addressed and it was likely that performance would improve. It was explained that some highways services would be taken in-house over the coming months, which it was hoped would improve performance.

## 9. **Scrutiny Recommendations Tracker**

The Scrutiny Recommendation Tracker table, which tracks the progress of recommendations made by the Committee, was noted.

## 10. **Brent Poverty Commission Report and Recommendations**

It was **RESOLVED** that this item be deferred until the next meeting of the Committee.

## 11. **Forward Plan of Key Decisions**

The Forward Plan of Key Decisions was noted.


12. **Any other urgent business**

None.

The meeting closed at 7.55pm

R MASHARI  
Chair

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 <b>Brent</b>	<b>Resources and Public Realm Scrutiny Committee</b> 10 <sup>th</sup> May 2021
	<b>Report from the Assistant Chief Executive</b>
<b>Brent Voluntary and Community Sector</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
<b>No. of Appendices:</b>	None
<b>Background Papers:</b>	NCIL Cabinet Decision 7 December 2020: <a href="https://democracy.brent.gov.uk/ieDecisionDetails.aspx?ID=5351">https://democracy.brent.gov.uk/ieDecisionDetails.aspx?ID=5351</a>
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	Julia Mlambo Interim Community and Voluntary Sector Partnerships Manager <a href="mailto:julia.mlambo@brent.gov.uk">julia.mlambo@brent.gov.uk</a>  Lorna Hughes Interim Head of Strategy and Partnerships <a href="mailto:lorna.huges@brent.gov.uk">lorna.huges@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 To update the committee on our work with the Voluntary and Community Sector (VCS).
- 1.2 To outline the model of collaboration with the VCS, and key activity including a comprehensive commissioning programme; and grant-making activity.

- 1.3 The report also includes a focus on the Neighbourhood Community Infrastructure Levy (NCIL).

## **2.0 Recommendation**

- 2.1 That the committee is assured Brent Council's activity to support and enable our voluntary and community sector is in place.
- 2.2 That the report is noted.

## **3.0 Detail**

- 3.1 Brent's VCS offers a comprehensive range of services and activities that both contribute significantly to the wellbeing of Brent's residents, and complement local statutory services. The council acknowledges the pivotal role played by the VCS. CVS Brent currently deliver Brent's infrastructure provision which includes: training, governance advice, governance support and assistance. There are also various funding streams available to the VCS including to support: activities that meet specific council strategic objectives; borough-wide services; health-based projects; and smaller scale community activities. Grant awards are administered in line with the criteria set against each funding stream and Brent Council's Constitution. VCS organisations have access to bid for NCIL funding and also deliver a number of the Council's commissioned services. The VCS offer provides significant benefits to local communities whilst complementing the Council's strategic priorities.

- 3.2 The Council has ambitious plans with five overarching priorities:

1. Every opportunity to succeed
2. A future built for everyone, an economy fit for all
3. A cleaner, more considerate Brent
4. A borough where we can all feel safe, secure, happy and healthy
5. Strong foundations.

Meeting the aspirations of the people of Brent requires a close and strong partnership between the Council and the VCS. Brent's vision is to work collaboratively with the VCS to deliver on shared objectives to secure an

inclusive, prosperous and sustainable future for all residents. The focus is on shared and coordinated action that delivers in an environment where activity is focused on the delivery of the outcomes of the Borough Plan. Services and initiatives are delivered in ways that make the best of the resources, skills and knowledge of each organisation and promote learning from the best practice in each.

This vision is underpinned by the following principles:

- Understanding of shared priorities and agendas.
- Trust is built on the basis of mutual respect and recognition of each other's roles, skills and knowledge.
- Progress is made, recognised and built on.
- Existing strengths are built on and new ones developed.
- A reflective model which is adaptable to what works well and what doesn't.
- Using this learning to deepen our relationships and make them more effective.
- Recognition that the sector is independent of us.

### **3.3 Model of Collaboration**

3.3.1 The model of collaboration was developed and implemented in 2020 with a focus on delivering clear and lasting positive outcomes for the people of Brent. The new model ensures better delivery on key strategic objectives and challenges facing the Borough into the 2020s. In particular, in ways that help deliver on the objectives shared across sectors to secure an inclusive, prosperous and sustainable future for all our people. It is based on creating a continually improving relationships across agencies and sectors that enable services and initiatives delivered in ways making the best of the resources, skills and knowledge of each organisation and promoting learning from best practice in each. There are two key elements of the model – the strategic group and the thematic groups that feed into the strategic group.

The strategic group is the overarching group within the model and has a key part to play in keeping an overview of implementation of the new approach and

coordinating the work of a number of thematic groups concentrating on agreed crosscutting themes addressing the issues of particular importance and concern to Brent, its communities and neighbourhoods. It comprise representatives of the Council and the VCS (with officers and representative leads from the thematic and locality hubs) and provides the strategic overview of VCS activity across the borough. It facilitates two-way communication between the thematic groups, Brent Connects and locality discussions in ways that help ensure that local issues form the cornerstone of VCS activity across the Borough.

The thematic groups and lead organisations that are currently represented on the strategic group are:

- Advice and advocacy – Citizens Advice Brent
- Children and young people – Young Brent Foundation
- Cultural and community groups – Step-Up Hub
- Food Aid - Sufra
- Homelessness - Crisis
- Long term conditions and disabilities – Brent Mencap
- Mental health – Ashford Place and Brent Carers
- Older people – Age UK

Each thematic group encourages organisations working on similar issues or with similar client groups to share information, find areas of common ground and identify areas for joint action. Each thematic group includes a range of organisations. In particular, they provide the basis for more effective development of consortium arrangements, in ways more likely to be a more attractive proposition to external funders (and able to make stronger, joined-up bids for the funds they provide). This approach has proved particularly successful during the pandemic where partnership working was key in ensuring successful delivery for the people of Brent.

### **3.4 Commissioning**

3.4.1 The commissioning of services from the VCS is a key way to build partnerships and strengthen the voluntary sector. Commissioning provides the opportunity



to develop services in response to new and emerging needs, and use the knowledge of expert organisations to address them. The open, competitive commissioning process ensures that services provide good value for money for Brent residents.

3.4.2 In summary, our VCS commissioning approach has included:

- Ensuring providers are facilitated to deliver services in an outcome-focussed way.
- Developing new evidence-based impact measures that clearly demonstrate the effectiveness of services.
- Ensuring that new services are fit for purpose and able to address emerging needs e.g. the impact of Covid-19.
- Implementing efficiency savings in response to budget pressures.
- Working with stakeholders to ensure they have input into the development of the new service specifications.

The council commissions a wide range of services from the VCS, for example:

<b>Contract</b>	<b>Purpose</b>
Healthwatch Service	Requirement under Health & Social Care Act 2012. Community support and involvement, research, making recommendations.
Brent Advisory Partnership	Capacity building and service delivery. Client contact mainly by phone in 20/21 due to pandemic.
Voluntary Infrastructure	Training, advice, organisational development and helping the VCS become market-ready.
Specialist and Generalist Advice	Provision of advice to Brent residents. Emphasis on supporting children & families.
NHS Independent Complaints Advocacy Service	Guaranteed under Health & Social Care Act 2012, the service provides patients with information and advice on NHS complaints processes. Currently operating remotely. In 20/21, 55 people received extensive support, and 60 others were engaged.

### 3.5 Grant streams

3.5.1 There are a number of grants managed by the council. The Partnership and Engagement team are responsible for a number of these grant streams. These are:

- **Neighbourhood Community Infrastructure Levy (NCIL)** – available to deliver priorities as agreed with the local community.
- **Love Where You Live** - up to £500 funding is available for projects that aim to foster a sense of belonging amongst communities, where diversity is celebrated. Individuals and organisations may apply. It is about strengthening the skills, abilities and confidence of local people, empowering residents to take action to develop stronger communities.
- **Edward Harvist Trust** - grant funding of up to £5,000 per year for Brent-based, one off community projects that have 30% match funding. The fund is administered by the London Borough of Harrow on behalf of the Trust, and Brent receives 28% of the annual income. The fund is then distributed to voluntary organisations in Brent that meet the trust criteria. Only charities may apply.

3.5.2 Grants are promoted through a number of channels, depending on the focus of each round.

### 3.6 Neighbourhood Community Infrastructure Levy (NCIL)

3.6.1 The council collects money from eligible new developments in the borough through the Community Infrastructure Levy (CIL). CIL is a charge levied on floor space arising from development, in order to fund infrastructure that is needed to support development in an area. CIL can be used to fund a broad range of community facilities such as play areas, parks and green spaces, cultural, sports and healthcare facilities.

3.6.2 At least 15% of CIL receipts generated must be spent on Neighbourhood Projects i.e. NCIL. The expectation is that priorities for spend are agreed with the local community. Further, Government guidance states that the council

must engage the community where development has taken place and agree with them how best to spend the funding.

3.6.3 Brent is divided into five 'CIL Neighbourhoods': Harlesden, Kilburn & Kensal, Kingsbury & Kenton, Wembley and Willesden. The value of grant funding varies between neighbourhoods. Wembley has the most development and is therefore capped at 50% of the total amount of NCIL available. The other 4 neighbourhoods have the remaining 50% split evenly between them i.e. 12.5% each. This money is reviewed at the beginning of each round, taking into account the amount of money collected and the amount of NCIL money allocated to successful projects. This includes the 25% uplift for Harlesden Town Residents Association and Sudbury Town Residents Association.

3.6.4 A scheme must meet eight essential criteria to be funded by NCIL:

- Meet the types of infrastructure that can be funded within the CIL Regulations
- Evidence local community backing for the project proposed
- Address impact(s) and support ongoing development in a specific Brent NCIL Neighbourhood
- Be a one off project that does not require additional revenue funding in its delivery or operation (or, identify how additional revenue funding may be met)
- Reflect the strategic priorities of the council within the Borough Plan, meeting the current NCIL round theme
- Meet at least one of the identified priorities in the Neighbourhood in which the project will be delivered
- Engage with diverse Brent communities
- Demonstrate sound project costing and value for money

3.6.5 The latest NCIL round closed on 3 May 2021. The round can be found on the Council's website <https://www.brent.gov.uk/your-community/community-grants-and-voluntary-sector-support/funding-finder/neighbourhood-community-infrastructure-levy-ncil-fund/>. The theme was Recovery, covering

the response to Covid-19, climate change and building back a better Brent. The successful projects for this round should be decided by end of June 2021.

### **3.7 Participatory Budgeting**

3.7.1 The council is seeking new ways to empower citizens and neighbourhoods and, in doing so, to draw on their knowledge and experience to help us inform and improve decision-making and implementation. Participatory budgeting (PB) is commonly defined as the process of democratic deliberation and decision-making, in which ordinary people decide how to allocate part of a municipal or public budget. It has been described as a form of citizen participation in which citizens are involved in the process of deciding how public money is spent.

3.7.2 At a local level, the use of a participatory-based approach is being piloted on the allocation of the carbon-offset fund. The aim is to help us ensure that this fund can be given for things that better reflect the needs and aspirations of local people. This form of engagement supports the new approach to working with the voluntary sector and helps provide the basis for revitalising the Council's community engagement mechanisms. If successful with local people we would be looking to roll this out with other grant programs.

### **3.8 Covid19 response with the community**

3.8.1 The Brent Mutual Aid network is made up of 20 Mutual Aid independent groups run by neighbours that connect, listen and support other neighbours. Groups covering all of Brent have been working to provide practical support such as delivering food, medicine and other supplies to people who need to stay at home, as well as providing emotional support. A mutual aid grant was set up for mutual aid organisations, administered by CVS Brent. The work with Mutual Aid groups was operationalised at pace during the onset of the Pandemic. As the Pandemic hit local people mobilised into grassroots activity to support each other. The Council welcomed their initiatives and we continue to work closely with Mutual Aid leads, attending their monthly meetings to ensure the relationship with the Council and the CVS is sustained and communities are supported.

3.8.2 The Partnerships and Engagement Team was the lead in supporting departments across the Council to build partnerships with the VCS. Through the Covid19 emergency we have:

- Supported the Hubs to distribute £80k in food aid grants and facilitated direct dialogue with Mutual Aid Groups and the Hubs
- Supported the Children and Young People department to run a £125k small grants fund in support of young people's mental health
- Supported the Brent Health Matters commissioning programme by providing capacity building for organisations

Having a framework for the Thematic Groups in place before the pandemic hit meant that the Council could respond quickly as emergency needs were revealed across the borough. Through the work with the voluntary and community sector the council has established trust with the community in our covid response. This includes giving the facts around the vaccine, being the first council to provide webinars, community engagement through community videos and translated assets and the role out of the Community Champion's programme.

### 3.9 **Brent Connects**

3.9.1 Our five Brent Connects areas have played an important role in local resident engagement. Brent Connects continued to operate through the Covid19 pandemic. Regular, borough wide meetings were held online, with area based discussions enabled and facilitated by the relevant ward members. Digital meetings had a positive impact, enabling us to engage with new groups. Moving forward, Brent Connects will be delivered in a hybrid model, with physical meetings taking place and digital access available, ensuring we maximise engagement across communities.

### 3.10 Stronger Communities Strategy

3.10.1 The Stronger Communities Strategy has informed policy development and activity. The objectives are also embedded within other key strategies and plans e.g. the Poverty Commission, the Black Community Action Plan and the Equality Strategy. Examples include:

- **Tackling Poverty** – the Poverty Commission was established in 2020 and has published over 40 well-received recommendations to tackle the causes and consequences of poverty in Brent. These cover housing, economy and jobs, financial inclusion and welfare. The VCS formed part of the Commission and is represented on the consultative group.
- **Tackling extremism** – PREVENT has an extensive reach into the VCS sector through the delivery of specialist projects, with their programme reaching over 5000 people.
- **Engaging new and emerging communities** – the Council's emerging communities programme funded by the Ministry of Housing, Communities and Local Government (MHCLG) has 41 volunteers. 30 events were run last year, attended by residents. There are active networks of over 20 groups.
- **Tackling underachievement** – There is a strategic focus on improving educational attainment for boys of Black Caribbean heritage. Priority 1 of the council's Black Community Action Plan is centred on early intervention for children, young people and families, with initiatives to understand barriers and promote opportunities amongst the black community.
- **Promote gender equality** – The Council's 4-year Equality Strategy has a key objective to understand the barriers to equality and act to remove them. Equality Impact Analyses (EIA) are a useful means of assessing policy decisions against the protected characteristics. A key action plan commitment for this year is focused on promotion of staff training on gender equality.

### 4.0 Financial Implications

4.1 The commissioning of services from the VCS and the grant schemes are funded from the Strategy and Partnerships budget.

## **5.0 Legal Implications**

- 5.1 Pursuant to S1 of the Localism Act 2011, the Council has a general power of competence to do anything which an individual may do unless it is expressly prohibited by other legislation. Further, in accordance with s111 of the Local Government Act 1972 the council has the power to undertake any activity which is calculated to facilitate, or is conducive, or incidental to, the discharge of any of its functions; and accordingly implementing processes which increase and improve community engagement would fall within these powers.
- 5.2 In accordance with Part 3, Responsibility for Functions Brent Council's Constitution, Cabinet approval is required for the awarding of grants above a certain threshold. The giving of grants to voluntary organisations is a discretionary power which must be exercised reasonably taking into account all relevant considerations and ignoring irrelevant considerations. The Council's discretion must not be fettered by previous commitments they may have given and it should make its decision in the light of present circumstances. Commissioning arrangements are carried out within the Council's Commissioning framework.
- 5.3 CIL can be used to fund a wide range of infrastructure, including transport, flood defences, schools, hospitals, and other health and social care facilities (for further details, see section 216(2) of the Planning Act 2008, and regulation 59, as amended by the 2012 and 2013 Regulations). This definition allows the levy to be used to fund a very broad range of facilities such as play areas, parks and green spaces, cultural and sports facilities, healthcare facilities, academies and free schools, district heating schemes and police stations and other community safety facilities. This flexibility gives local areas the opportunity to choose what infrastructure they need to deliver their relevant Plan (the Local Plan in England, Local Development Plan in Wales, and the London Plan in London). Charging authorities may not use the levy to fund affordable housing.
- 5.4 Local authorities must spend the levy on infrastructure needed to support the development of their area, and they will decide what infrastructure is needed.

The levy is intended to focus on the provision of new infrastructure and should not be used to remedy pre-existing deficiencies in infrastructure provision unless those deficiencies will be made more severe by new development.

- 5.5 The levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support development.

## **6.0 Equality Implications**

- 6.1 Brent is committed to equality, diversity and inclusion; the council is determined to be an exemplar of good practice in equality, diversity and human rights and it is our policy to treat everyone fairly and with respect. We aim to ensure that all our current and future residents, staff and stakeholders are treated fairly and receive appropriate, accessible services, and fair and equal opportunities.

- 6.2 This commitment requires that equality considerations play a key role in our decision-making processes and that our policies are fully compliant with the duties placed on us as a public sector body by the Equality Act 2010. Our Equality Analyses (EAs) ensure that we follow through on our commitment to equality and they provide a method for clearly demonstrating the necessary legal compliance.

- 6.3 The Equality Act 2010 replaced the pre-existing anti-discrimination laws with a single Act. The legislation covers the exercise of public functions, employment and work, goods and services, premises, associations, transport and education. The act prohibits victimisation and harassment, and all of the following forms of discrimination: direct; indirect; by association; by perception; or discrimination arising from disability. When considering the Public Sector Equality Duty pursuant to section 149 of the Equality Act 2010. The council must, in the exercise of its functions, have due regard to the need to:

- a) Eliminate discrimination, harassment and victimisation
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it



6.4 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances. Our work with the VCS will support Brent Council to continue to meet its public sector equality duties.

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

7.1 Lead members have been consulted. Ward members and stakeholders have been consulted as appropriate to the specific areas of work.


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

8.1 None

**Report sign off:**

**Shazia Hussain**  
Assistant Chief Executive

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	<b>Public Realm Scrutiny</b> 10 <sup>th</sup> May 2021
	<b>Report from Community Protection,  Children and Young People  Services</b>
<b>Knife Crime: An inquiry into knife crime in Brent – summary update</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	Two  <b>Appendix 1</b> – Violence Reduction Action Plan <b>Appendix 2</b> – Youth Justice Plan 2020/21
<b>Background Papers:</b>	<a href="https://www.london.gov.uk/what-we-do/violence-reduction-unit-vru/partnerships">https://www.london.gov.uk/what-we-do/violence-reduction-unit-vru/partnerships</a>
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Colin Wilderspin Head of Community Protection Tel: 020 8937 5367 <a href="mailto:Colin.wilderspin@brent.gov.uk">Colin.wilderspin@brent.gov.uk</a>

## 1.0 Purpose of the report

- 1.1 Brent Council is committed to tackling knife crime and working in partnership to enable a targeted response and safeguard our community. This report is to provide an update and will highlight the actions the relevant partners have taken to ensure the issue of knife crime is addresses in the borough.
- 1.2 Below are the 13 recommendations provided by the Scrutiny committee and the relevant updates. This report aims to provide members with the assurance that knife crime remains a key priority within Brent which is being addressed collectively as a partnership.

## 2.0 Recommendation(s)

That the committee is assured that the scrutiny recommendations agreed by Cabinet on 14 October 2021 have been implemented

## 3.0 Detail

- 3.1 In accordance with Part 4 of the Brent Council Constitution (Standing Orders of Committees) Brent Council scrutiny committees may make recommendations

to the Full Council or the Cabinet with respect to any functions which are the responsibility of the executive or of any functions which are not the responsibility of the executive, or on matters which affect the borough or its inhabitants. The Community and Wellbeing Scrutiny Committee may also make recommendations to the relevant NHS bodies or relevant health service providers or Full Council.

#### **4.0 Response and update to Knife Crime: An inquiry into knife crime in Brent**

##### **4.1**

Brent Council and partners are committed to ensure the safety of those in community through the reduction of knife crime incidents and offences. There is the recognised strategic priority to 'Reducing the impact of gangs and / or knives in our community' in the Safer Brent Community Safety Strategy (2018-2021) to provide a partnership commitment to address Knife Crime.

##### **4.2**

Throughout 2020 and into 2021 the nation has been gripped by a Pandemic and this has impacted the work we deliver, and timescales, as we have had to adjust in line with government and health guidelines to prevent the spread of Covid-19. Throughout this difficult time we have not stepped away from our commitment in challenging knife crime in our community. Below are the previous and current updates inline with the recommendations.

##### **4.3 Recommendation 1:**

A multi-agency, contextual safeguarding approach must be taken by the council to address knife crime, and to overcome barriers in information sharing and collaboration between agencies.

##### **Updates:**

Children and Young Peoples Service have employed a dedicated contextual safeguarding lead, providing case support and oversight to all cases involving children and young people. We continue to embed Contextual Safeguarding in Brent across all areas of work.

##### **4.4 Recommendation 2:**

The Brent Knife Crime Action Plan and the Brent Knife Crime and Serious Violence action plan should be refreshed to join up actions and strategies across early help, family solutions and other children and young people's services with community protection to derive one action plan going forward.

##### **Updates:**

1. Brent Youth Justice Plan - All local authorities are required to have one. It sets out the aims and past performance of the Brent Youth Justice partnership with particular reference to Youth Offending Services (YOS).

2. Knife Crime – The Knife Crime Action Plan was reviewed by the Violence reduction unit (VRU) and identified as good practice in comparison to all other London Boroughs. In April 2021 the format was reviewed and the Violence Reduction Action Plan was designed. Following partnership consultation Brent developed and adopted its plan in September 2021. This will be reviewed at the Safer Brent Partnership Board every 6 months

3. Youth Justice Improvement Plan 2020 -21 and 2021 – 22 includes all recommendations from the YOS Inspection by HMIP published in December 2019. Particular areas of focus have included changes to the Out of Court Disposals processes, review and monitor decision-making to ensure that there is no unnecessary criminalisation of children with high levels of welfare needs as well as ensuring there is enough capacity in this part of the service. Secondly to provide services to children and young people who are not in education, training and employment and finally to provide suitable and sufficient places for children and young people to be seen and supervised.

4. The Exploitation Violence and Vulnerability Panel (EVVP), was established December 2020, it is the alignment of the MASE Panel and the Violence and Vulnerability Panel, both multi-agency professionals meetings now aligned and held fortnightly to discuss cases of concern in the borough. The main focus is to identify local resources and interventions that can provide support, reduce risk and support safeguarding plans. The Panel is Co-chaired with the Local Authority and the Police.

See Appendix 1 – Violence Reduction Action Plan (September 2021)

See Appendix 2 – Youth Justice Plan 2020/21

#### 4.5 Recommendation 3:

The council to support and encourage community projects that aim to prevent 'at risk' young people from being drawn into knife crime, and are set up with measureable evaluation outcomes.

##### Updates:

The Young Brent Foundation (YBF) has been commissioned through Community Safety and funded through the Violence Reduction Unit to deliver interventions to young women and girls in Brent at risk of gangs and exploitation. The providers are a consortium of local Brent projects.

The Young Brent Foundation has been successful in obtaining funding for the 'My Ends' programme and is supporting a consortium of local grass roots projects to deliver interventions to young people. YBF continue to work alongside our Children and Young People's services and other local partners to reduce and prevent knife crime and other serious youth violence.

Community Protection continue to provide local interventions to divert from or at risk of criminality through the Violence and Vulnerability Programme. The success of the program has seen the serious perpetrators of crimes who were referred through to the Violence and vulnerability programme (VVP) **where 75% of the cohort have not re-offended** since being added to the program.

There is access to mentoring support, sports programmes, outreach and wider community programmes, including mental health and wellbeing. We are able to monitor and consider safeguarding concerns through our Exploitation,

Violence and Vulnerability Panel (EVVP) which is held fortnightly to ensure case progression and a reduction in reoffending.

Brent Council has now established an alternative provision free school with an integrated youth offer located at the Roundwood Centre in Harlesden. Brent Council successfully procured the provision for Roundwood Youth Centre with approval being made by the Department for Education on which provider. The alternative free school has been open since early February 2020.

The integrated youth offer is open to all young people across Brent, including young people attending the Alternative Provision Free School. The successful provider is able to offer educational opportunities, enrichment and youth services delivered by the right mix of practitioners, including teachers and youth workers, working with and alongside young people to improve their life chances. The Brent Alternative Provision Free School with integrated youth also offers a safe space for young people and will support the wider efforts to reduce the impact of knife crime.

The integrated youth offer means that the new school will deliver alternative education provision on site during the school day, with youth provision delivered in the mornings, evenings, weekends and school holidays, in line with the MyPlace outcomes below:

- More young people, parents and communities feeling that young people have attractive and safe places to go in their leisure time where they can get involved in a wide range of exciting activities
- More young people, particularly the most disadvantaged, participating in positive leisure time activities that support their personal and social development
- More young people having access to information, advice and guidance services from within places they feel comfortable

Currently, some of the activities taking place at the Roundwood Youth Centre include:

- Mixed Martial Arts
- Music Studio
- Prospects Careers Advice and Guidance
- Multi-Sports
- Cooking
- Arts and Craft
- SAAFI (Somali Advice and Forum of Information (Brent)) also run knife crime workshops at Roundwood Youth Centre for the Somali Community.

The educational and MyPlace outcomes will be closely monitored as part of the new provision.

The Valuing Live Programme is funded via the National Lottery (Reaching Communities) and is a 3-year (£480,000) fully funded consortium programme with (12 local partners).

It has been exploring the evidence and changes in:

- 1) How providers are able to focus on positive life experiences for children and young people and their families to change negative / turn around behaviours.
- 2) How as a society through a Theory of Change approach, look to change the behaviours of the sector (both internal and external) in working with children and young people.

Goldsmiths College will provide the systemic review (TofC) and Research required to evidence the outcomes. London Borough of Brent's Early Help, Youth Offending Team and Community Safety are key internal partners.

#### **4.6 Recommendation 4:**

A graphic and hard-hitting media project be funded, which involves ex-offenders, role models and victims and focuses on knife crime's impact on individuals, families and communities.

##### **Updates:**

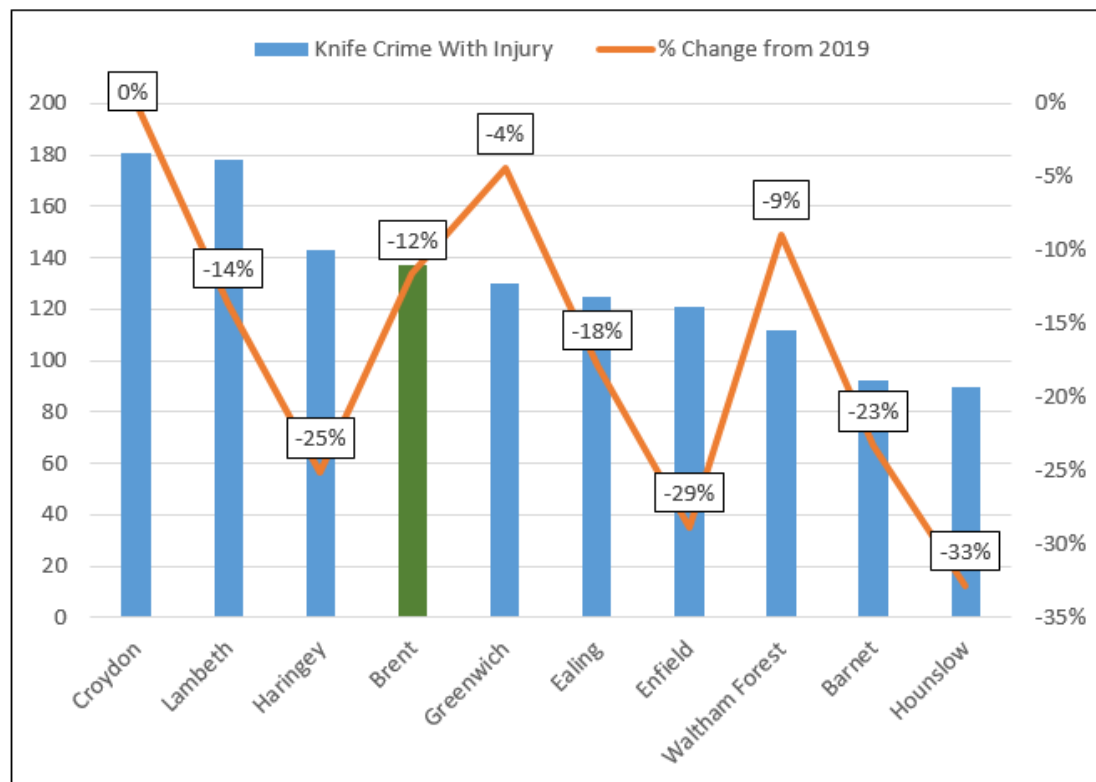
We are presently in the trial stages of delivering our local knife crime intervention project, which uses Virtual Reality (VR) technology to simulate a 360 degree virtual experience of the victim and perpetrator of a knife crime incident. The programme has been funded by the Home office and created with the police using local Brent locations. The roll out of the project has been delayed due to COVID-19 restrictions, we are projecting wider access to school and groups.

The Community Safety team are supporting the current campaign with the Metropolitan Police and Crimestoppers. Highlighting and appealing to people in communities that 'calling with information about knife crime may be hard, but there are harder calls'. The focus is on five mothers who share their experience of losing a son to knife crime. One of the mothers lost her son Quamari Barnes due to knife crime and she shares the impact this had on her and her family.

Community Safety continues to support a project delivered by the MPS called 'No Knives Better Lives'. The event is an collaborative event supported by the Court, Police, Local Authority, School, Community and Youth Services to support young people who are experiencing challenges in their lives which could lead to involvement with the criminal justice system. It is an interactive event with a mock trial, judges, guest speakers and an opportunity for discussion. Speakers include a trauma surgeon, former gang member, Kinsella Foundation, a high ranking Police Officer, The Recorder for London - HHJ Hilliard, a Barrister and a parent of a young deceased person. The main aim of the event is to show people the effects of knife crime, in a detailed manner from the most suitable agencies and people who deal with knife injuries on a daily basis. There is also opportunities available for young people to divert themselves from this path.

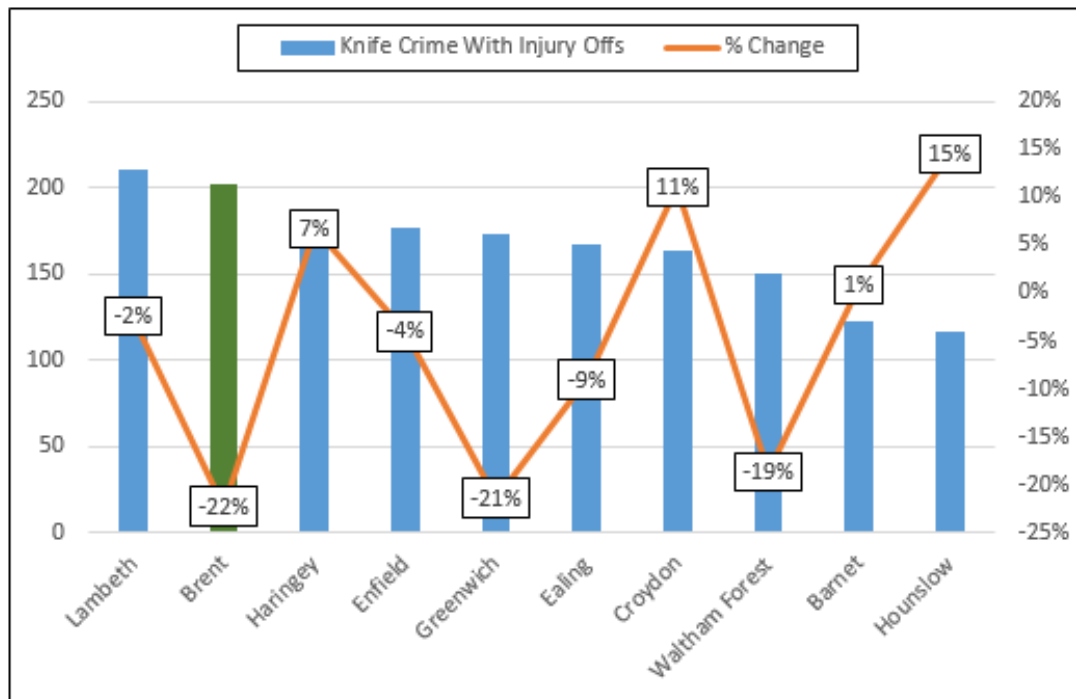
Amani Simpson has lived experience as a young man having battled with the consequences of his actions and wider impact on those around him after being stabbed seven times. Amani has delivered the funded 6 week intervention programme across some of the schools one of Brent's violence hotspots. Amani has engaged students in the programme that has enabled them to reflect on their behaviour and also incorporate mindfulness while doing so. Being in the moment at that moment we recognise will teach students to be responsible and aware of their thoughts, feelings and sensations.

The graph below shows the number of knife crime with injury offences in Brent (highlighted) alongside the borough's most similar groups.



There was a 12% decrease in knife crime with injury offences in Brent in 2020 compared with 2019. The next chart displays the 2018 and 2019 figures where Brent had the second highest knife crime with injury offences but the highest decrease in offences compared with the most similar boroughs.





There was a 22% decrease in knife crime with injury offences in Brent in 2018/19. The two tables highlight the continuing downward in knife crime with injury offences in Brent party achieved through partnership actions and awareness raising.

#### 4.7 Recommendation 5:

The MPS must improve relations with local communities. This may be achieved by providing a more visible presence in neighborhoods and adopting a more empathetic method of stop and search.

##### Updates:

Stop and search statistics are discussed at every Police Independent Advisory Group (IAG) meeting. The group is also attended by Community Protection to ensure partnership working and support from the local authority. The group is represented by members of the public in Brent who are also very active in the community.

The police are working alongside partners to improve community relationships, the IAG are leading on a piece of work which is training and advising officers on the implication of stop and search on members of the community.

Further Community action and initiatives are also being developed and supported by the MET Police, such as the innovation hubs to try to improve policing relationships and trial new approaches to problem solving.

#### 4.8 Recommendation 6:

Brent CCG to work with statutory partners (including the council) to enable the provision of more services at hospital A&E departments at the 'teachable moment', such as RedThread. Stakeholders in primary and tertiary care should be educated in how to approach knife crime issues.

### **Updates:**

Community Safety have successfully commissioned St Giles Trust to deliver provision within the A&E department in Northwick Park Hospital, funded through the violence reduction unit. This service is focused on improving the identification of vulnerable people and reduce vulnerability of young victims of violence, ensuring they receive the right support at the right time and increase the number of young people being supported through appropriate local longer-term interventions. The overall aim is to contribute to disrupting the cycle of violence and reducing further victimisation or exploitation. Additionally, increase the awareness and knowledge of vulnerability and safeguarding issues in the Emergency Department for staff.

The project has been well received so far with the Hospital staff having the access to an engagement worker who is trained to speak with the young person, family and friends and gather further information to support safeguarding post hospitalisation.

## **4.9 Recommendation 7:**

The council to support and encourage schools and other community organisations to make their facilities available for youth-focused activities after school hours and during holidays, to keep young people engaged in positive activities and deterred from crime.

### **Updates:**

'Your Life You Choose'(YLYC) Brent delivered a one day multi-agency presentation to educate young people about the consequences of crime, not only for the offender but their family and friends, victims and the wider community.

The project is led by magistrates in the North West London Justice Area in conjunction with the Youth Offending Service. YLYC Brent brings together magistrates, police – safer schools officers and Trident officers, prison officers, EOTAS – inclusion officers, Directions project – ex offenders, paramedics, education consultation in cyberbullying & sexting.

Brent YOS had plans on facilitating a Restorative Justice Session with schools across LB Brent in 2020, however due to the pandemic this has been put on hold to be reviewed at a later stage.

Brent Safer Together Through Sport is a Safer Neighbourhood Board (SNB) funded project, which provides young people who are at risk of being drawn into gangs, violence or antisocial behaviour with after-school activities and mentoring.

The project provides diversion from gangs for 12 young people in Year 5 and Year 6 from 6 schools in the Harlesden and Stonebridge localities. They will receive some lunchtime sport mentoring followed by two after school multi-sport sessions per week for the whole of Y6, plus a Sunday event where families have tasters of local clubs which they are supported and accompanied to attend.

The project focuses on crime prevention by targeting the most vulnerable young people at an early age and working with them for an extended period to establish long-term positive behaviours.

#### **4.10 Recommendation 8:**

The council to work with Brent primary and secondary schools, the Brent School Partnership (BSP) and the Safer Brent Partnership, to develop and implement a Schools Safety Charter.

##### **Updates:**

Brent schools have a range of policies and procedures that address issues related to knife crime and the risk of serious youth violence. The Designated Safeguarding Leads have contributed to the Violence reduction action plan and remain active in membership at key safeguarding forums and meeting.

#### **4.11 Recommendation 9:**

The council must enhance the way it works with Brent youth offending services, London CRC and the National Probation Service in order to support offenders who can be rehabilitated, and continue to manage and assess risk.

##### **Updates:**

There is now consistent and clear lines of partnership working and accountability.

This has recently been evidenced in January 2021 when the YOS, Probation, CRC and Community Safety pulled together a joint funding bid with the aim to secure a co located multi-disciplinary team, we were unfortunately unsuccessful in receiving the Grant, however the improved working, flexibility and support offers a greater ability to meet the needs of those within the criminal justice system.

The YOS also now receives a full time Probation officer who is co located in the team to support with cases transitioning into the Probation / CRC to ensure continuity of support and close case oversight.

As the CRC are going through a process of re-unification back into the probation service, we will continue to monitor the partnership relationships and response.

#### **4.12 Recommendation 10:**

The council to facilitate more collaborative working between the voluntary and community sector (VCS) and religious organisations, to raise funds for projects and training to prevent knife crime.

##### **Updates:**

Strategy & Partnerships alongside community protection delivered a meeting with community organisations around the knife crime agenda in early March 2020, encouraging greater joint-working among Brent-wide organisations, discussing funding opportunities and providing an opportunity for networking. Due to Covid-19 and national restrictions the follow up work has been on hold.

The community agencies which did attend received useful information on the steps to take when sourcing funding and how to utilise and gather data to support a project as well as key Community Safety information.

#### **4.13 Recommendation 11:**

The council to make representations to Government to put guidance in place on the handling of housing needs cases for those at risk of violence (through gangs/ county lines) and reconsider the threshold at which someone who is deemed to be at sufficient risk gets re-housing support.

##### **Updates:**

Current housing processes remain and exist pan London. Individuals may approach councils due to fear of violence and cases will be accessed.

#### **4.14 Recommendation 12:**

The council to make representations to the GLA/ Mayor's Office for Policing and Crime/ Violence Reduction Unit advising that the county lines programme is running at full capacity with an increasing unmet need. More intensive, longer-term funding needs to be provided.

##### **Updates:**

MOPAC has been aware of the ongoing capacity concerns of the Rescue and Response project and these concerns were raised at the contract review meeting held on 20th January 2020. The issues around capacity and unmet needs were also addressed at a VRU event held on 17th January 2020 and continually monitored throughout the contract in 2020.

MOPAC confirmed that the project is to be extended for a further year 2020-2021. There has been exceptional positive feedback regarding the program and the impact it is having pan London and specifically in Brent.

#### **4.15 Recommendation 13:**

The council to further explore bids for external funding for innovative council and CVS projects, to tackle the risks associated with young people becoming involved in crime.

##### **Updates:**

Brent Youth Offending Service is a member of the Youth Justice Board's (YJB) Serious Youth Violence Reference Group. Funding obtained from the YJB to test innovation has been used to contribute to community delivered out of hours mentoring provision for high risk young people.

In September 2019, Brent were advised of the successful outcome of the Mayor's Young Londoners Fund bid. This will provide 3 year funding for the Early Help service to lead the work with young people between 10 and 18 years who are at risk of becoming involved in crime, not achieving their educational potential and at risk of poor health outcomes in adulthood, because of indicators such as poor school attendance, school exclusions, siblings being involved in crime and living in families who have experienced multiple adverse childhood experiences. The project will adopt a whole family, trauma informed approach to address the underlying issues and build family

resilience to improve the likelihood of young people fulfilling their potential/ or improving young people's life chances.

**The strands of the project are:**

**Family coaches**

Brent will work develop Family Coaches, to build strong relationships with families, to understand the underlying issues through an Early Help Assessment. They will be guiding the families through the trauma recovery model for them to accept and understand how their past experiences impact their family life. By proactively using the Signs of Safety (SoS) approach with a focus on “appreciative enquiry”, we will enable families to understand their strengths. Over time, it has become apparent that several children within the same family may have worked with Youth Offending, or attend an alternative education provision. By working in a whole family way, supporting parents to address their trauma will increase their confidence to parent their younger children. It is anticipated that this will help the families to build resilience, reducing the likelihood of perpetuating similar difficulties experienced by the older siblings.

**Street Mentors for young people Volunteer Community Sector**

Services for young people would be complemented by centre based and youth outreach activities. Male and female Street Mentors, will work with at-risk young people (between 10 to 18 years). Some of their work will be outside of traditional service hours in order to engage young people in areas and places they go to. They will establish trusting relationships, to start the journey of recovery. Group work will focus on gangs’ awareness, resilience and choices, linking young people to council teams and voluntary services to meet their needs. They will also monitor and intervene with group conflict, working with the police and Community Protection team and in the community in line with our shared contextual safeguarding approach.

**Emotional well-being support**

A young person’s mental health practitioner will undertake mental health assessments and direct interventions with vulnerable young people in families experiencing crisis, thus preventing delays in support, addressing issues to prevent escalation. This will complement current Troubled Families work in Brent, providing extended provision and extra support for complex cases. By focusing on an established risk factor for offending behaviour, this intervention embodies the move towards the public health approach set out in the Government’s Serious Violence Strategy. Mental health support may be pivotal in preventing gang-affiliation and/or perpetration of youth violence, by building confidence, developing resilience, self-awareness, and coping strategies.

**5.0 Financial Implications**

5.1 None

**6.0 Legal Implications**

6.1 None

## **7.0 Equality Implications**

7.1 None

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

**8.1** Through key delivery and partnership boards, the voice of the user is reflected in case studies and in review / audits of interventions.



**8.2** The Lead Member for Community Protection and Engagement is aware and has been briefed. She continues to monitor this line of work alongside the Safer Brent Partnership Members.

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

9.1 None

**Report sign off:**

**Alan Lunt**  
**Director of Regeneration and Environment**

MAYOR OF LONDON					METROPOLITAN POLICE								
BRENT - Safer Brent Partnership Local Violence Reduction Action Plan													
2020/21		Name		Organisation		Role					Key Local Strategic Documents that support violence reduction		
ACTION PLAN  SENIOR LEADERSHIP STRUCTURE		Carolyn Downs		Local Authority		CPS Chair and Local Authority Chief Executive					Listed below in document reference in addition;		
		Roy Smith		MPS		BCU Commander					Safer Brent - Community Safety Strategy 2018-2021		
		Gail Tolley		Local Authority		Strategic Director Children and Young People							
		Melanie Smith		Local Authority		Director of Public Health							
		Colin Wilderspin		Local Authority		Head of Community Protection							
		Mark Davidson		London Fire Brigade		Borough Commander London Fire Brigade							
		Clare Ansdell		National Probation Service		ACO National Probation Service							
		Chantal Foster		Community Rehabilitation Company		CRC Borough lead officer							
		Hakeem Osinaike		Local Authority		Operational Director Housing							
		Cllr Muhammed Butt		Local Authority		Leader of the Council							
		Cllr Tom Miller		Local Authority		Lead Member for Community Safety							
		Cllr Mili Patel		Local Authority		Lead Member for Children's Safeguarding, Early Help and Social C							
		Claire Buckland		Brent Magistrates Court		Bench Chairman for NW London Local Justice Area							
		Beata Felinczak		Victims Support		Local Senior Operations Manager							
		Gill Close		Safer Neighbourhood Board		Chair							
		Duncan Ambrose		Clinical Commissioning Group		Partnership lead							
		Pascoe Sawyers		Local Authority		Head of Strategy and Partnership							
		Sue Gates		Local Authority		Head of Early Help							
		Chris Murray		Community Voluntary Sector - Young Brent Foundation		Chief Executive Officer							
		Ref						Actions					
Theme	Action No	Actions		Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
Page 33  GOVERNANCE	1	Local co-ordination arrangements between the Community Safety Partnership, Safeguarding Children and Adults Boards and the Health and Wellbeing Board, to support a public health approach to reduce violence		A bespoke arrangement which enables resources to be consolidated and new approaches to be adopted locally.	Public Health / Strategy and Partnership	Safer Brent Partnership	Oct-20	Apr-21	Safer Brent Partnership members	Public Health will support strategic development through the analysis of impact of violence and the impact on local health care systems within the JNSA and where appropriate public commissioned services will contribute to key objectives especially in relation to early identification and intervention.  The borough's strategic partnerships support a multi-agency public health or contextual approach to violence reduction by:  - The Safer Brent Partnership chair providing updates to the Safeguarding Children's Executive Group, Safeguarding Adults Executive and Health and Wellbeing Board on violence reduction work in the borough and agreeing partners' contributions where appropriate.  - Public Health working with the Health and Wellbeing Board and Safer Brent Partnership to propose a specific public health approach to violence reduction.  The CCG attends HWB on an invitational basis.	Public Health to review in Qtr 3 (Oct-Dec 20) in relation to the development of a public health service for young people with Elev8. service to bring in mental health, sexual health and substance misuse as part of the Post COVID Recovery Plan.	HWB Board knife crime prevention joint report (July 2018)	
	2	CSP meeting agendas to include violence performance, consideration of habitual knife carriers, community tensions and stop and search as standing items		The SBP meets four times a year and ensures that it's representing organisations committed to and aware of the severity of crime and violence.	Brent Community Safety	Safer Brent Partnership	Jul-20	Mar-21	MPS, CRC, NPS, Public Health, Fire Brigade, Local Authority, BSCF & LSAB	July 2020: Key points of serious violence are discussed at the SBP to ensure we capture wider understanding of its impact. Actions are recorded in minutes and are fed down to local monthly operational boards for implementation.	To be reviewed on a six monthly basis	Agenda and meeting minutes	
	3	Monthly Violent Crime Partnership Tasking Meeting (or local equivalent) to include Violence Intelligence Briefing, tasking of partnership services to target offenders and hotspot locations; maintain and or review Events Tracker to identify and manage events of risk, monitor and review community tensions and community feedback		Monthly TTCG, fortnightly VVP and daily risk management meetings with oversight of violence support local tasking and key awareness raising at other partnership meetings to enable proportionate response and planning.	Brent Community Safety	Safer Brent Partnership	Jul-20	Mar-21	MPS, CRC, NPS, Public Health, Fire Brigade, Local Authority, BSCF & LSAB	August 2020: The Violence and Vulnerability Panel is held fortnightly, Child Exploitation and Missing Panel is under review for streamlining and alignment of co-ordination, and Borough Joint Action Group is held monthly.  A new daily integrated gangs and violence meeting is to be held across the NWBCU.		BJAG, VVP Delivery Group, CEMP, CMARAC, meeting minutes	
	4	Hold an annual Local Leadership event (Elected members, Statutory Officers, CVS and local Businesses) to look at 'wicked issues' to ensure multi-agency response, e.g. Building community trust in statutory services		Local key issues are identified, leading to the creation of a strategy with shared approaches which are cross cutting across the sector to support change.	Community Safety / Strategy and Partnership	Safer Brent Partnership	Sep-20	Sep-21	MPS, community rep, councillors, Public Health	September 2020: Initial discussions are scheduled with the lead member for Community Protection to align proposed leadership event with the consultation on the Safer Brent Community Safety Strategy and its publication.		Safer Brent Community Safety Strategy	
Ref		Actions										Risk	
Theme	Action No	Actions		Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
	1	Analysis to support a public health approach to violence reduction and targeted enforcement - including a Strategic Needs Assessment to understand patterns of violence and vulnerability, key local drivers and communities/localities of greatest need, as well as a gap analysis against existing evidence of effective practice to inform the local action plan. The Community Safety Strategic Assessment to include serious youth violence, knife and gun enabled crime (to be refreshed annually)		A targeted response analysis and strategic assessment is created to better inform and support targeted enforcement specifically in relation to serious violence, gun and knife crime.	Public Health/ CCG/ Community Safety	Safer Brent Partnership	Sep-20	Apr-21	Police, CRC, NPS, Public Health, Fire Brigade, Local Authority, BSCF & LSAB	August 2020: The Community Safety Strategy will be reviewed annually. The 2019/20 Strategic Assessment incorporates serious violence, gun and knife enabled crime and is used to strategically plan for the upcoming year.  Data available from public health on hospital admissions due to violence.		Community Safety Strategic Assessment 2020 and annual report. Quarterly update of the Gang and Knife Crime SBP Action Plan	

ANALYSIS & ENFORCEMENT	2	Use ISTV and wider public health data, social media intelligence, local drugs markets and local rescue and response county lines analysis, plus any other relevant local authority data sources to inform the strategic assessment analysis. Risk Terrain Modelling software will also be available within the MPS to support local analysis from late Autumn 2020.	The enhanced data set for the strategic assessment will be utilised to support delivery approaches and to build our local strategy.	Community Safety/ MPS/ Health/ CNWL	Safer Brent Partnership	Aug-20	Apr-21	Police, CRC, NPS, Public Health, Fire Brigade, Local Authority, BSCB & LSAB, Rescue and Response, WDP	August 2020: A newly commissioned service is providing an embedded youth violence hospital worker based within Northwick Park hospital and an outreach mental health team.  Data will be collected to support the strategic assessment.  Monthly hotspot mapping takes place on local drug markets and ASB for BJAG and the Community MARAC to ensure effective interventions by partners and services.  An annual strategic assessment has been completed by Community Protection and the Safer Brent Community Safety Strategy is currently under review.		Community Safety Strategy and annual report	
	3	Police Activity Tracker to be maintained to record, monitor and review key police tactical interventions and activity in support of the Violent Crime Task Force and local Violence Suppression Unit	Tactical interventions are reviewed and the outcomes either support and direct future interventions or suggest modified approaches to take	MPS	MPS	Aug-20	Sep-20	Community Safety	This process is now part of the standard monthly TTCG (tasking and allocation) process that includes officers from the Brent Community Protection Team.		Police Activity Tracker, Police Tasking Meeting Minutes	
	4	Multi-Agency Panel response to those at risk of or involved in violence, including Police, Community Safety, Adult's and Children's Services, YOT, CRC, NPS. Meeting minimum of monthly with TOR and menu of options to manage risk through enforcement, prevention and diversion activities. This could be a single meeting, or separate meetings for those involved in violence and those flagged as at risk and who could benefit from preventative support. The MPS Violent Harm Index should be referenced as part of this process for the highest harm offenders.	All referred cases are discussed at fortnightly and monthly at multi-agency panels that focus on contextual safeguarding, reducing serious violence, preventing re-offending and safeguarding victims through an intelligence led, coordinated intervention approach.	Community Safety/MPS	Community Safety /MPS	Aug-20	Sep-20	CYP, YOS, CRC, NPS, AIR Network, St Giles Trust, YBF, WDP, Health	August 2020: The Violence and Vulnerability Programme was launched in July 2019 as a multi-agency risk management and intervention management meeting. A planned alignment with the CEMP meeting from October 2020 will enable an enhanced and cohesive overview of all cases including those at risk of exploitation.  The Police lead a daily Integrated Risk Management panel to discuss cases that impact under 18s. A daily crime and gangs BCU meeting has been set up to discuss risk across the BCU and serious harm offenders.  Health colleagues attend, providing specialist knowledge	The VVP Panel is held every 2 weeks, it is well established and integrated into core delivery. It is aligned to wider partnership meetings and daily risk management forums.	Safer Brent Partnership Annual review, MOPAC Annual reporting. Notes from VVP, VAP, CEMP meeting, terms of reference for the Daily Crime and Gangs BCU meeting	
Page 34	5	Compile a gangs problem profile for the borough, taking appropriate account of county lines. To be reviewed in-depth every three years and refreshed every 12 months	An improved understanding and awareness of the gang profile in Brent and of those with links to drugs and county lines for a targeted and informed response.	MPS	MPS	Aug-20	Sep-20	Community protection, CYP, WDP	August 2020: Currently - this exists on the Op Jaguar document and is refreshed every week, key intelligence is shared with local authority and partners through a weekly briefing document.  A new daily integrated crime and gangs BCU meeting will further enhance data sharing and a shared response to serious crime.	Currently included within the strategic assessment annually	Local gangs problem profile, terms of reference for the Daily Crime and Gangs BCU	
	6	Use of intelligence led Stop and Search including use of S60 in accordance with NPCC guidance	Increased intelligence is utilised for S60 enforcement, which is responsive and proportionate.	MPS	MPS	Aug-20	Apr-21	IAG, SNB, Local authority, community partners and leaders.	August 2020: Ongoing. Each S60 authority is reviewed by the authorising officer (Insp rank). Speedier and more targeted information of s60 to the community is being developed	Ongoing	Policing IAG meeting minutes review of stop and search on the agenda	
	7	Local Authority enforcement through use of all enforcement assets to target locations and offenders, for example CCTV, Enforcement Officers, Parking Enforcement, removal of abandoned vehicles	Clear coordinated and effective use of all Local Authority enforcement tactics proportionate to tackle offenders and locations that results in an improved response to local issue	Community Safety	Brent CSP	Apr-20	Apr-21	Local authority, MPS	April 2020: Since this period twelve days of action have been conducted in hotspot areas identified in the Harlesden, Neasden, Churchend, Kingsbury and Queensbury Town centres. Multiagency teams across Regeneration and Environment have issued 307 Fixed Penalty Notices in street drinking hotspots with 44 individuals referred for prosecution. Two premises were issued closures as a result of nuisance and drug dealing, ten Community Protection Warnings were issued and a Community Protection Notice was given for drug dealing and nuisance.		Community Safety Strategy and local action plans	
	8	Analysis of the needs and risks of young women involved in violence to be able to develop appropriate interventions for young women	Earlier identification and intervention offered to young women at risk, with resources tailored to their needs to promote positive lifestyle choices	Community Safety/YBF	Community Safety	Jul-20	Jun-21	CYP, YBF, YOS, WDP, IAG	August 2020: WDP have launched their Elev8 service for young people which includes a focus on working with young women who find it difficult to engage in services through the use of social media and other tools. A new referral tool to CEMP simplified to increase assessment and allocation of resources.  On 8th July 2020 Brent Council launched Global Thinking, a new diversionary project for young women and girls affected by gender based violence, exploitation and youth violence. This project will be delivered as a partnership between Young Brent Foundation, Start Easy, Plias Resettlement and Bang Edutainment and will support young women and girls aged 10 – 25 through group work and 121 support. This programme will be delivered in conjunction with the wider Violence and Vulnerability Programme, through which young women and girls can also receive support from Air Network and St Giles Trust.		Qtrly monitoring reports for Elev8 and minutes from CEMP meetings	
	9	Training for front line staff on information sharing specific to violence, to ensure staff of all partners are aware of what data can be shared and how	Confidentiality agreements in place with partners able to share information under the umbrella of safeguarding. All partner meetings begin by reiterating the terms of confidentiality.	Community Safety	Community Safety	Jul-20	Oct-21	LSAB, BSCF	August 2020: An annual review and refresh of all data sharing agreements was conducted. All meetings clarify data sharing remit and confidentiality at the start. Further developments to understand learning from data breaches are in action. Mandatory staff training on DPA is completed for Brent staff annually.		ISA, TOR, Council DPA training	



	10	Coordinated prison visits undertaken as a matter of course. Where appropriate joint partnership visits will be undertaken prior to release.	Increased access to a number of prisons for joint partnership visits where appropriate and to ensure a clear release plan with support for violent offenders returning to Brent	NPS / CRC	NPS/CRC	Aug-20	Mar-21	Local Authority, MPS	August 2020: All prisons are currently in command mode (level 3). As visits are not taking place presently, video link is used when need be. This should also include those who need access to specialist drug and alcohol services upon release. London prisons also have teleconference facilities when cases need to be discussed in a multi agency manner. LCRC are happy to coordinate calls (and later on, visits) with partners as and when appropriate  All children in prison automatically become LAC and are subject to visits to a social worker and an initial health assessment.  Mental Health assessments should take place prior to release.		MPS IOM case list	
Ref		All										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
REDUCING ACCESS TO WEAPONS	1	Develop an agreed joint programme of actions to remove weapons and provide reassurance including Trading Standards initiatives (e.g. knife or corrosive substance test purchases) and incorporating responsible retailer agreements.	Awareness raising with licensed premises and possible warning or fines if knives are sold illegally. More focus on test purchases and on a wider joint programme incorporating the responsible retailer agreement to remove illegal weapons.	MPS / Trading Standards	MPS	Aug-20	Mar-21	Local authority/ trading standards	August 2020: Ongoing work between MPS and partners. An annual program of deterrent activities is to be outlined.  There are 106 members of the Responsible Traders Scheme in Brent. The scheme provides training materials and resources for businesses to prevent age restricted sales for all age restricted products under TS responsibility including knives.		List of organisations signed up - responsible retailer agreement	
	2	Weapons sweeps by staff of partner agencies, e.g. LFB, housing providers/estate managers, refuse collectors and community	A 10% reduction in weapons being identified in repeat locations - Increased community engagement to reduce knife crime and increase reporting of incidents.	Community Safety / MPS	Community Safety / MPS	Jul-20	Mar-21	MPS, Local authority, Veolia, Serco, Housing Associations, SNB, Health	August 2020: The community is involved in prioritising locations for SNT to sweep. Joint sweeps are underway with social landlords at targeted locations. The aim for 2020/21 is to increase partnership participation.  The BCST analyst is also conducting a data exercise to map vulnerable locations where weapons have been reported as stored for wider engagement with other appropriate stakeholders including Health - where weopans are sometimes disposed.		local SNT record of weapon sweep	
	3	Knife Bins and Knife Amnesties	Clear promotion twice a year of knife bin locations to enable voluntary donations of knives and weapons - to increase the reduction of weapons on the streets.	MPS	MPS	Sep-20	Mar-21	Community Safety	August 2020: Knife amnesties tend to be MPS wide initiatives run periodically, however we will seek to devise a local campaign using key intelligence of where knives and other weapons are being left / abandoned / hidden. Awaiting clarification of annual MPS plan		Community Safety Comms plan,	
	4	Physical improvements of localities to design out opportunities to store weapons	High risk areas are identified and targeted in communities, to reduce opportunities for weapons to be stored in covert locations. Planning applications for designing out crime to be considered in new builds.	Community Safety	Community Safety	Aug-20	Apr-21	Local authority Regeneration, housing , MPS	There is a current work stream to improve door entry systems and consider installing a gating system on two BHM estates (Joules House and Solidarity House). Housing teams are also looking at ways to make public spaces safer by increasing lighting levels and limiting the number of dark doorways.  The BCST analyst is also conducting a data exercise to map vulnerable locations where weapons have been reported as stored, for wider engagement with other appropriate stakeholders.  The Police are working with the planning department to ensure crime is designed-out in new builds through the use of CCTV, lighting and gating.		Community Safety and ASB quarterly meeting minutes. Planning applications, licensing reviews	
Ref		Actions										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
	1	Schools to include knife crime and youth violence within their safeguarding plans as per Safeguarding children and young people in education from knife crime (2019) Ofsted guidance	School policy is reflected into the practice and increased safety of students. 100% of Brent schools have incorporated knife crime and youth violence into their safeguarding plans	CYP	CYP	Jun-20	Sep-20	Schools, PRU, Alternative provision, community safety, SBP, Health and Wellbeing Board, LCSB, LSAB	All schools have been in the process of updating their safeguarding policies by September to meet the national guidance. Schools are required to update their safeguarding policies at least once a year and when there are changes to legislation. We will audit dip sample annual a selection of schools to ensure it is present.	This action will always be ongoing.	School websites, Ofsted reports,	
	2	Due care and attention to corporate parenting principles, and ensure support to children in care and care leavers, through diversion and preventative work that is bespoke to the risk of them becoming involved in serious violence	10% reduction of young people who are in care/care leavers who re-offend.	CYP / YOS	CYP	Sep-20	Sep-21	MPS, Local authority, Housing,	Further intervention based work to be undertaken to divert and deter offending and evidence a reduction. The current cohort have many complex needs, barriers to engagement, entrenched behaviours and little motivation to change.  This work is on-going between YOS and Children Social Care. A multi-agency group has been established to increase the number of LAC and care leavers engaged in EET. Regular monthly meetings between YOS and LACP are on-going to review individual cases. Covid-19 has impacted on enrichment and diversion activities to be undertaken face to face, although some have been carried out virtually.		Social Care submit a statutory return based on YOS Convictions data	

3	Universal and targeted evidence-based programmes delivered across schools, including as part of PSHE offer (new SRE curriculum from September 2020), based on local safeguarding issues and trends, with mechanisms in place for partners within borough and across London to support schools to assess quality and impact	100% of secondary schools have an evidenced-based SRE curriculum in place and can access further learning opportunities for its students to raise awareness of their personal safety.	CYP	CYP	Oct-20	May-21	Schools, Colleges, Local Authority	All schools have been consulting with parents on their RSE curriculum. In autumn 2019, the LA in consultation with a working group of head teachers developed a framework for RSE to support schools in planning for their curriculum delivery. The framework highlighted the importance of RSE in the safeguarding of children and young people. Because of the pandemic, the DfE has extended the planning time schools. The deadline for introduction is now summer term 2021.	Some schools will be introducing the curriculum in the autumn and others will delay to summer 2021 following the change in national policy guidance because of the pandemic.	A Brent framework for Relationships Education (RE) and Relationships and Sex Education (RSE)	
4	Support work to promote healthy relationships to help address gender based violence in schools	Young people engage in positive and healthy relationships and understand what gender based violence is.	CYP / Community Safety	CYP	Sep-20	May-21	Local authority, Community and Voluntary sectors, Health, IAG Education and Youth Leads	All schools have been consulting with parents on their RSE curriculum. In autumn 2019, the LA in consultation with a working group of head teachers developed a framework for RSE to support schools in planning for their curriculum delivery. The framework highlighted the importance of RSE in the safeguarding of children and young people. Because of the pandemic, the DfE has extended the planning time schools. The deadline for introduction is now summer term 2021.  Consultation surgeries are available, MASH well established, clear step up and step down processes with management oversight. Recommendations from the Brent Safeguarding Forum are actioned by the partnership.  Sexual health clinics are now online and also offering advice.	Some schools will be introducing the curriculum in the autumn and others will delay to summer 2021 following the change in national policy guidance because of the pandemic.	A Brent framework for Relationships Education (RE) and Relationships and Sex Education (RSE)	
5	Universal Knife Crime/Violence awareness programmes across all education establishments to be mapped to avoid duplication and identify establishments with no or limited provision, to support signposting to providers and commissioning. This could include reference to the VRU Diversion Directory.	All young people in selected schools are provided with the opportunity to engage with an awareness programme to increase their understanding around the impact of knife crime and serious youth violence.	Community Safety	Community Safety	Sep-20	Mar-21	MPS, CYP	The Armarni workshops are being delivered across several schools and free sessions are available to more schools. Staff training is also available.  A virtual reality scenario program is currently being developed and rolled out in Brent.  CYP will deliver the planned information campaign around contextual safeguarding including knife crime awareness and prevention.	Undertake annual audits	Contract and SLA  CMT paper on contextual safeguarding	
6	MPS new Youth Problem Solvers (PCs) in every Borough, to support a preventative approach to violence reduction, increase intelligence sharing and tension monitoring in conjunction with safer schools officers	The Youth Problem Solvers from NW-BCU is integrated within communities and support officers to increase engagement and improve intelligence.	MPS	MPS	Jun-20	Feb-21	Community Safety, CYP	August 2020: A YPS was recruited in February 2020 and has been working closely with the Youth Engagement Team, Schools Inspector, and the council's Violence and Vulnerability Co-ordinator to identify areas of improvement and create better relationships with police departments, the local authority and 3rd party organisations.		Youth Problem Solver handbook	
7	Supporting the transition from Primary to Secondary School, through programmes that introduce year 6 pupils to their new school and provide mentoring and pastoral support (e.g. Stepping Stones)	All vulnerable children known to children social care are identified and receive transition support.	CYP/ School	CYP	Sep-20	Jul-21	Local authority, Schools, PRUS, Colleges, Voluntary and Community Sector, YBF	Local schools lead in coordinating support packages to ensure effective transition into secondary school for vulnerable pupils. Additional focus and support is provided for looked after children and children open to Social care on a CP/CIN plan		School safeguarding monitoring reports	
8	Structural issues which contribute to disproportionalities within violence, service access and school exclusions are understood by the partnership, and clear action to address are outlined within key strategic departments and multi-agency plans, as well as public sector equality planning.	Case file review and audits identify gaps in provision. This analysis then enables the facilitation and development of links with organisations including health, debt advice, advocacy, and counselling support to aid equality. Staff are trained to work holistically and informed by trauma approaches.	CYP	CYP	Jul-20	Apr-21	Local authority, Community and Voluntary sectors, MPS, YOS, Strategy and Partnership	A new disproportionality action plan is being created by YOS practitioners. YOS is receiving support from YBF to ensure diversity is clear in all assessments, interventions and planning. Disproportionality data is presented quarterly to the YOS Management Board.  13th July 2020 - Brent Full Council approved the 10 point Brent Black Community Action Plan.  CYP continues to work closely with schools to reduce and close the attainment gaps for boys of Black Caribbean heritage further at the end of Key Stage 4.		YOS Case file audit, Annual Youth Justice Plan Brent Black Community Action Plan.	
9	Bespoke support for students in PRU's/AP, including mentoring and transition back into mainstream education or on to further education, training, employment. Demonstrable partnership work to minimise school exclusions (and managed moves in place of exclusions), create inclusive settings and support young people back into education, employment and training, with schools and academies exclusions policy reflecting the practice set out in DfE statutory guidance	Facilitate bespoke programmes co-ordinated by Early Help, partners, YBF and its members within a PRU / AP through positive caseworker/mentor relationships as a way of achieving improved inclusion.	CYP	CYP	Jun-20	Sep-21	Local authority, Schools, PRUS, Colleges, Voluntary and Community Sector	AP/PRU staff work with numerous statutory community and voluntary agencies to deliver a range of supportive packages to students. When an excluded student is assigned a place in AP/PR, consultations with the parent school and other agencies involved take place to consider vulnerabilities exacerbated by placement. An inclusion support referrals panel works with other agencies e.g. Early Help WEST and Learning Zone to reduce exclusions, challenging decisions where appropriate, using DfE guidance and offering support to schools via advisory teachers, behaviour mentors etc. There is also a comprehensive training offer for schools.  An Early Help Family Support Worker (FSW) offers whole-family interventions including bespoke parenting support within the PRU. The FSW also works with younger siblings to prevent them from falling into a similar pattern of behaviour which would have led to the exclusion of the older sibling, thereby breaking intergenerational cycle of exclusion.		YBF Qtrly reporting Inclusion team service offer Exclusion patrol Schools Forum AP Forum	

10	Support key transition stages in a young person life that can increase their vulnerability (changing schools, returning to education from young offenders institution; leaving care)	Bespoke transition planning for each vulnerable child enables clear holistic planning, assessment of risk and needs to be identified and reduced.	CYP	CYP	Jun-20	Apr-21	CAMHS, CCG, Local authority, MPS, Schools, WDP, Voluntary and Community Sectors	<p>Children's social care ensures - through CIN and CP planning - that all points of key transition are identified and support is offered.</p> <p>Inclusion support work with students around phase transitions, especially those with existing vulnerabilities. Work is also done with schools, parents and other agencies to support students experiencing other transitions. Schools can refer to the Inclusion Support Panel to request support for anyone struggling with transitions. Young people transitioning from YOS to adult provision are identified at the age of 16 years and 6 months and planning meetings with NPS are held monthly.</p> <p>The NPS is committed preventing serious youth violence and the progression to adult offending by supporting effective transition processes from youth to adult. We have allocated 1 FTE Seconded Probation Officer to this.</p> <p>CAMHS assessments take place if a need is identified by a GP.</p> <p>CYP is supporting the Children's Trust in developing best practice in transitional safeguarding for children transitioning to adulthood, particularly with concerns around exploitation.</p>		<p>Inclusion support panel minutes</p> <p>NPS National Partnership Framework for England YOS 16th January 2020</p> <p>CMT paper on contextual safeguarding</p>	
11	Work with parents and carers, especially those deemed to be vulnerable, to effectively engage young people in diversionary activities and education and prevent harm.	Ensuring robust exit arrangements are in place where cases are closed and if required providing access to mentors after the life of a programme or project for ongoing support. Families are connected into locally available universal provision via FWC.	CYP	CYP	Aug-20	Mar-21	Community Safety, AIR Network, St Giles Trust, YBF, Schools, PRU, Colleges, YOS, WDP Elev8	<p>Existing work with families continues to be delivered effectively and as Family Wellbeing Centres develop in autumn 2020 this work will become more focussed.</p> <p>CCG and health partners are working with Parents and Carer's Forum and CEMP to raise awareness amongst parents and professionals</p> <p>Over the next six months the VA Panel will lead a review of the impact of the range of services supporting vulnerable adolescents to ensure that a sufficient range of provision is available for young people at risk of exploitation and to evidence the impact of Brent's contextual safeguarding approach.</p>		<p>Case closure recordings</p> <p>CMT paper on contextual safeguarding</p>	
12	Clear offer of support for parents of children at risk of exclusion or who have been excluded. Including monitor exclusions data through local education arrangements and local authority, alongside partners, with clear processes and evidence of challenge where data or practice indicate exclusions do not align with statutory guidance.	Facilitating the successful re-entry into school or further education (as rapidly as possible, following exclusion) and into the community (following involvement with the youth justice system if mainstream school is not appropriate or lack of availability of school places), through positive caseworker/mentor relationships as a way of achieving our overall aim of better inclusion. With over 80% of young people remaining in education	CYP	CYP	Jun-20	Sep-21	Local authority, Community and Voluntary sectors	<p>Inclusion Service offer support to parents of those at risk of exclusion and have a family solutions officer to support parents. When an exclusion occurs the team guide parents through the process and works with parents to support access to alternative school placement or AP/PRU.</p> <p>Inclusion support service work closely with schools engaging with all partners to prevent exclusions, challenging where appropriate with exclusions and registration guidance. Where exclusions occur, working on reintegration plans prioritising those with additional vulnerabilities e.g. those known to youth justice system.</p> <p>Mentors, support workers and family workers can support reintegration. Regular monitoring via the multi agency vulnerable pupils panel to ensure there is no drift.</p>	Ongoing - established processes and procedures in place	<p>Access and inclusion panel minutes</p> <p>Terms of reference for VPP</p> <p>Minutes of VPP meetings</p> <p>Exclusion Report</p>	
13	Recognising the key role of parents and carers, and the extensive evidence on benefits of parental support and education, clear socio-education offer on local risks and themes relating to youth violence (in particular, grooming, exploitation and healthy relationships) as part of an effective prevention offer for young people	Increased parental and carer engagement as positive influencing and safeguarding factors, linking into Community Engagement Advisers to provide feedback from experience to tailor services	CYP / Community S	CYP	Jul-20	Dec-20	Local authority, Community and Voluntary sectors, MPS, YOS, Health	<p>The newly developed Contextual Safeguarding Forum will retain an overview of key themes and trends relating to youth violence.</p> <p>Two Early Help Family Support Workers offer bespoke parenting support within the YOS. Specialist drug and alcohols support is offered to families of young people known to the YOS for drug offences or alcohol and substance misuse from the charity Brent EACH. All YOS families are given self assessments to complete and are invited to participate in written consultations on service effectiveness. This will also include specialist referral where needed through WDP New Beginnings.</p>		YOS family self assessment	
14	Equalities impact of programmes implemented are assessed and considered to ensure diverse needs of young people, families and communities are responded to contextually, with potential negative impact fully understood.	A comprehensive end of project report is compiled for all commissioned work undertaken by delivery partners and presented to the relevant boards for scrutiny and learning. Future commissioned works can apply the relevant lessons learnt.	CYP	CYP	Jul-20	Sep-21	Local authority, Community and Voluntary sectors	<p>With all commissioned interventions, EIA is reviewed and assessed before selecting preferred providers. Access to mentors is provided after the life of a programme or project for ongoing support.</p> <p>Specific contextual Safeguarding lead for the te council is in post and works closely with all partners and comissioned services.</p>	Ongoing - resources aligned to support a contextual approach to safeguarding in children and young peoples services	procurement process, VVP, CEMP meeting	
15	A clear partnership response to identifying, assessing and responding to extra-familial harm is documented within a safeguarding partnership strategy; tools to effectively deliver the strategy are available to practitioners and professionals as recommended by Ofsted.	Access to tools to enable partners feel confident in their practice and approach to effectively tackle serious youth violence through increased referrals and early identification	Community Safety /	Community Safety	Aug-20	Apr-21	Local authority, Community and Voluntary sectors, MPS, YOS	The review of the Safer Brent Strategy will further highlight local steps being taken. Access for staff is available through professional consultation, training and case referral. YOS staff benefit from sector led and other ongoing training and close management oversight.		<p>Safer Brent Community Safety Strategy, Partnership work was commended during the HMIP Inspection of Youth Justice Services in Brent December 2019</p>	

	16	Local safeguarding partnerships coordinate efforts to ensure local Early Help processes and referral pathways, and everyone's role within them, are clear and easily accessible to parents/carers, schools, PRUs and college staff.	Clear and established processes for promotion of how to raise/ report concerns. Accessible information and training is available to all, which easily can be applied to practice. With improved quality of referrals	CYP/ Safeguarding	CYP	Jun-20	Sep-20	Local authority, Schools, PRUS, Colleges, BSCF, Recommendations from the Brent Children Safeguarding Forum (BSCF) are actioned by the partnership.	rolling Safegurading training is available and promoted	Case escalation process, quality audit reviews		
Ref		Actions										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
Page 38  WORKING WITH COMMUNITIES AND NEIGHBOURHOODS TO REDUCE VIOLENCE	1	Community Tensions Monitoring - Assessment by MPS to be supported and informed by CSP partners so it is based on multi-agency data	Earlier identification of potential increases in community tension to enable proactive partnership response to reduce the escalation of risk and harm.	MPS	MPS	Jun-20	Sep-20	Safer Brent Partnership members	Daily briefings are provided to the Community Safety team from police. Any potential community concerns are raised at this point of entry. This process to be reviewed 6 months after implementation of the NWBCU.	Ongoing - core delivery and practice post serious incident	Community Impact Assessments,	
	2	Facilitate community involvement in Stop & Search - including the monitoring of S60 by community representatives and including a standing agenda item at Safer Neighbourhood Boards	Increased awareness across communities and risks reviewed at local SNB and IAG.	Safer Neighbourhood board / IAG/ MPS	MPS	Jul-20	Apr-21	Brent Community Safety, Safer Neighbourhood Board, IAG	July 2020: The IAG community representatives, councillors and relevant partners are all consulted before the introduction of a section 60. Police have ongoing liaison with the agencies (Brent Community Safety, Safer Neighbourhood Board).  SNB meetings receive a report from the stop and search monitoring group and follow up with police the issues it raises.  These are part of the Stop & Search reviews conducted by the IAG.		section 60 requests and feedback Minutes of the IAG	
	3	Map key communities and leaders, review six monthly	To enable improved access for proactive communication to groups.	Strategy and Partnership	Strategy and Partnership	Jul-20	Jan-21	Safer Brent Partnership members	April 2019: The Strategy and Partnerships team have produced a list of key community engagement groups and organisations who actively try to tackle crime in Brent  Further work will continue as part of the project with Young Brent Foundation as part of the wider offering of youth provision as part of this mapping exercise as part of action 13 of 'protecting and educating young people'.	review 6 monthly	Stronger Communities Strategy	
	4	Consider applying to the VRU critical incident fund, for a small one off funding grant to directly support communities in the aftermath of a serious incident of violence	Communities receive vital support after serious incidents to enable safeguards to be offered and reassurance to strengthen community resilience. For all serious incidents a claim is submitted	Community Safety	Community Safety	Jul-20	Jul-21	Safer Brent Partnership members	Applications to the fund have been submitted following serious incidents which have occurred in the borough.	Ongoing following a serious incident	Claims submitted to VRU	
	5	Consider use of the Business Community Safety Toolkit, to support sharing of good practice between businesses in preparing for or responding to an incident of violence <a href="https://www.london.gov.uk/sites/default/files/business_community_safety_toolkit_b.pdf">https://www.london.gov.uk/sites/default/files/business_community_safety_toolkit_b.pdf</a>	Increased awareness of the toolkit throughout the business community and sign up to the local OWL (Online Watch Link) business version and local business newsletters	Community Safety	Community Safety	Sep-20	Sep-21	Employment, skills and enterprise	Business OWL has been launched locally to enable business to be aware of local incidents which may impact them.  An internal newsletter that promotes information directly to businesses is already available, well established and widely accessed.		OWL registration figures	
	6	Implement hyper-local neighbourhood initiatives to support community cohesion in areas at high risk of violence. Co-produce with the community, projects within the neighbourhood designed to improve communication with and trust in statutory services, support for young people through mentoring, training and positive activities, enhance the physical layout and take opportunities to design out crime	Neighbourhood initiatives are implemented to improve community well being, resilience and safeguards through active participation and community engagement.	Community Safety	Community Safety	Aug-20	Jul-21	Local Authority, Strategy and Partnership, RHA, YBF, St Giles, AIR, WDP, Safer Neighbourhood Board, Young Brent Foundation	Recruitment of a Community Engagement Officer to lead and develop this work with a clear focus on Community Safety has commenced.  Initial delivery of community outreach sessions. Summer outreach intervention workers delivered sessions during the summer alongside residential housing associations.  Early Help has secured Young Londoners Funding until December 2022 for a multi-layered project to reduce youth violence and support those at risk of crime. One part is targeting detached and outreach to young people in priority areas to engage them and divert to local activities.		Activity reports, Community Safety Strategy Action plan	
	7	<a href="#">Promote Fearless as a crime information source and option for providing information about violence anonymously https://www.fearless.org/en</a>	NW BCU appeals will include Fearless contact details for young people to report, stressing anonymity	MPS	MPS	Sep-20	Mar-21	Local Authority	When working with young people, we promote Fearless. Fearless is a part of Crimestoppers that is provided specifically for young people.  Promoted in Safer Neighbourhood crime reporting flyer.		local campaigns post incidents	
	8	Develop a communications plan which engages communities in the programme, and supports a reduction in fear of crime through providing honest and positive messages about achievements and reduces risk of stigma and discrimination	An overarching communication plan is designed, which highlights approaches to reduce the fear of violence and crime. It is adopted and delivered	LA comms / SNB	LA comms	Aug-20	Apr-21	SBP partners, IAG	With the availability and promotion of the neighbourhood Online Watch Link (OWL), this is providing an additional platform to circulate key information directly to community members.  Further consultation work with the community will begin with the development of the Safer Brent Community Safety Strategy. A Community Leaders Advisory board is being developed while the Lead Member for Community Safety will also drive forward consultation with ward councillors to share key information, to support in reassuring and involving the community.  The IAG have also developed a draft plan for communicating information with the community.		Communication plan	



	9	Involve young people within local violence prevention work, through both established forums such as youth councils/parliaments, youth Independent Advisory Groups and informal grassroots pathways including through social media platforms	100% of Young people within these groups have had an opportunity to be involved in putting forward their views and shaping violence prevention and safeguarding.	CYP /SNB /IAG	CYP	Aug-20	Apr-21	SNB / IAG / Local Authority	A youth independent advisory group is being set up in September with its first meeting in October 2020; violence prevention will be a key focus. The SNB is working with community safety and YBF to involve young people who have turned away from violence in ward panels. Brent Youth Parliament's priority this year is tackling knife crime.  The VCPB will host an event that sees youth and youth parliament reps. having a dialogue.  Young people attend the LAC partnership board meetings. Brent has an active youth participation group and youth council board		SNB minutes, Communication strategy	
Ref		Actions										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
<b>SUPPORTING VICTIMS OF VIOLENCE AND VULNERABILITY</b> Ensuring coordinated referral and support to victims and those who are vulnerable	1	To have a multi-agency assessment and referral process through a Multi-Agency Safeguarding Hub or Concern Hub, with full partner sign-off of terms of reference and operating model.	Victims and those requiring support receive appropriate help to enable the identified risk to be reduced, Over 90% of CMARAC cases show a reduction in risk at the point of case closure. All of referred cases to the MASH and Adult Safeguarding Hub are reviewed and safeguards created within 24 hours.	Community Safety /CYP/ Adult Safeguarding	Community Safety	Jul-20	Aug-20	SBP partners, CYP, Adult Social Care	July 2020 - The Community Multi Agency Risk Assessment Conference (CMARAC) is widely utilised to refer victims and vulnerable people to receive a multi agency support to increase safeguards and reduce vulnerability.  Childrens and Young People MASH and Adults Safeguarding Hub are well publicised, with embedded referral routes and recieve referrals	Ongoing promotion with performance reporting	MASH terms of reference, referral pathway and process document. CMARAC terms of reference, procedures, training materials	
	2	Local safeguarding partners to ensure all young victims of violence and those vulnerable to exploitation, are referred to appropriate packages of support across both statutory and voluntary provision. This could include to the London Victim and Witnesses Service which supports victims and witnesses of crime in London to cope and recover from their experiences.	Victims feel supported and able to re-engage back into school and community activities as part of recovery.	BCSF/CYP / CAMHS	CYP	Aug-20	Dec-20	Victim Support, CAMHS, Rescue and Response, Health	WDP Elev8 has now been established and launched on Instagram. The service has a co-located worker in the YOS who will be able to refer into the Elev8 service and promote joint working with other key partner agencies The Pan London Rescue And Response Service has well established links within Brent, ensuring key intel and vulnerable young people at risk of county lines are receiving extra support. Health Partners have available additional support through CAMHs and other mental health support programmes to support post trauma recovery.		Qtrly reports, Community Safety Annual plan	
	3	Young victims of violence to have a trauma informed needs assessment, with referral to CAHMS where the assessment determines that to be appropriate	Victims feel supported and able to re-engage back into school and community activities through a simple referral pathway as part of a recovery model and impact of Trauma is reduced.	Public Health	Public Health	Jul-20	Oct-20	Public Health, Health, CYP, Victim Support, CAMHS, WDP Elev8	WDP Elev8 has now been established and launched on INSTAGRAM. The service has a co-located worker in the YOS who will be able to refer into the Elev8 service and promote joint working with other key partner agencies. The YOS have a co-located CAMHS worker who provides direct support to young people and all staff are trauma informed trained.		Annual YOS Plan, qtrly performance reports, CAMHS case referral numbers	
	4	London Trauma and A&E centres to provide safeguarding information to local partnerships through an agreed referral mechanism and hence maximise opportunities for "teachable moments" and rapid service referral/support	Increased confidence in victims seeking support and reporting crimes with improved data.	Public Health / Community Safety	Public Health / Community Safety	Jul-20	Dec-20	Redthread and St Giles Trust - Northwick Park Hospital, Community Safety, London Ambulance Service, WDP,	July 2020: Successfully commissioned service - St Giles Trust will provide an Embedded Youth Violence Hospital Worker to be based within Northwick Park hospital to improve the identification of and reduce vulnerability of, young victims of violence, ensuring they receive the right support at the right time with the aim of disrupting the cycle of violence and reducing further victimisation or exploitation.  Meetings will continue with Redthread located at our Major Trauma centre St Marys.  Additional referrals to WDP New Beginnings will also be involved for direct access to mental health, drug and alcohol services.		Qtrly Reporting data from St Giles Trust,	
	5	Agree a common Youth Violence risk assessment and management framework. Consult and agree on a best practice based, borough wide, youth violence risk assessment and management framework. Having established a framework disseminate and embed in council and partner practices and processes through training and briefing.	Staff and partners are aware of how to refer clients to receive interventions to maximise opportunities to change negative behaviours and reduce risk and involvement in serious violence	CYP / Community Safety	CYP	Jun-20	Aug-20	Community safety, MPS	The Violence and Vulnerability Program in Brent offers practitioners access to interventions and wider support packages for clients at risk of serious crime and violence and to prevent others through early identification and prevention.	Ongoing - well established referral process and intervention offer based within a framework of prevention.	Attendance at Team and key Partnership meetings - minutes record, training record	
	6	Provide front line staff within partner agencies with trauma and attachment training, in order to support practitioners working with young people to understand the 'Trauma Informed Approach'. This approach informs staff of how trauma in early life may affect current behaviour.	Frontline practitioner are equipped with the tools to ensure their engagement with young people is led through trauma informed approaches	CYP/ Public Health/CCG	Public Health/CCG	Sep-20	Mar-21	Community safety, CAMHS, St Giles, AIR, Health,	Trauma informed training delivered to all frontline practitioners. Further training to be planned to include refresher and newly recruited staff. Contextual Safeguarding Lead has also been assigned to ensure Children Social Care Cases receive direct oversight and advice.		Training records via the Learning and development team	
Ref		Actions										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status

1	Pre-court and post conviction violent crime offenders to be provided with bespoke community sentence interventions.	Reduced criminalisation of low level offenders, managed with support packages to increase their transition into positive outcomes and reducing the number of youth and adult reoffenders.	NPS / CRC /YOS	NPS / CRC	Jun-20	Apr-21	Brent Community Safety, CRC/NPS/YOS/ WDP New Beginnings/ MPS	<p>All young people subject to court orders or police out of court disposals are managed in line with statutory guidance requiring support to be bespoke.</p> <p>At pre-sentence report stage all authors are mandatorily using an Effective Proposal Framework tool which provides recommendations on the suitability of bespoke sentencing proposals to the court for those convicted of violent offences.</p> <p>For prison releases, licence conditions are imposed to control, contain, manage and reduce the specific risks related to violent offending. A licence condition to include MOPAC GPS Buddy Tag curfew /location monitoring is currently mandatorily considered for offenders convicted of, or having a history of, knife possession/carrying. A condition to comply with requirements specified by the supervising officer for the purpose of ensuring they address their use of violence is also frequently used and involves a referral to the appropriate programme which, although currently delivered on a 1:1 basis, is being reviewed in line with the NPS Recovery plan.</p>	NPS Interventions include RESOLVE which addresses the use of violence/aggression within the context of an offence. As per Post COVID Recovery plan NPS has started to offer Face to Face group programmes on a limited basis. Sessions continue to be delivered by telephone on a 1:1 basis	National Standards governing Youth Justice, YOS interventions were rated good during the HMIP Inspection of Youth Justice Services in Brent December 2019	
2	Young offenders to have RO/YRO conditions/requirements tailored to the nature of the violence offending and service provision available locally through the YOT.	Supervised, supported and enforced licensed conditions enable close monitoring and successful completion of orders with a reduction in re-offending.	CYP	CYP	Jul-20	Sep-21	Brent Community Safety	<p>An eight week weapons awareness course is mandatory for the MOPAC funded / YOS delivered Triage programme but currently unavailable due to COVID related group work restrictions. Remote delivery is being explored as part of virtual group work planning.</p> <p>YOS young people unable to attend group work or on court orders can access knife crime interventions including the Behind the Blade programme. Group work is possible in the area of YOS work most affected by COVID but will remain a problem until COVID is eradicated or virtual group work sessions are developed.</p> <p>YOS undertakes individual assessments and case management of young people subject to court orders / Out of Court Disposals (including Triage) . Individual sessions help young people to resolve conflicts without the use of violence / knives. Many offending behaviour sessions with young people focus upon consequential thinking – problem solving and decision making - and taking responsibility for actions.</p>		YOS Case management Guidance, National Standards governing youth justice	
3	Use the MPS DIVERT programme to support referrals from police custody to local providers to support education, employment, training.	The programme aims to deliver intervention to low level / low harm offenders to help them divert from reoffending and criminalisation. Aims to achieve 25% of the cohort not reoffending after one year.	MPS	MPS	Jun-20	Sep-21	CYP, NPS, CRC, Community Safety	The Turning Point pilot program is successfully being delivered in Brent. As part of the supported exit strategy, clients can be referred to the VVP for additional support.		Qrtly Turning Point figures.	
4	Provide local programme of appropriately tailored diversionary activities and use MPS BCU Local Responsible Officers for diversion to support this programme and effective referral pathways.	Reduction in overall reoffending rates and an increased offer of local activities to divert from criminality.	Community Safety / MPS	Community Safety / MPS	Jul-20	Jul-21	CYP, YOS, CRC, NPS, AIR Network, St Giles Trust, YBF	<p>YOS use the YJB reoffending toolkit and other resources to tackle reoffending and report progress to the YOS Management Board.</p> <p>The NPS Operational Lead, Gang and IOM SPOC's lead on identifying suitable cases for referrals into to the Violence and Vulnerability Programme and actively promote its use amongst Offender Managers.</p>		YOS board minutes, VVP Delivery Board and panel minutes	
5	Work with the Voluntary Community Sector to develop and deliver a range of services that support young people and enhance the overall approach to tackling serious youth violence.	Increased opportunities and attendance within diversion and developmental activities. Seeking additional funding alongside the voluntary sector to increase local intervention to deter offending	YBF	YBF	Aug-20	Aug-21	Community Safety, CYP, SNB, public health	<p>YOS are working closely with YBF to increase diversionary opportunities for young people who have offended.</p> <p>The SNB Safer Through Activity Together project will provide diversion from gangs for 48 young people in Harlesden and Stonebridge, the two areas of highest gang activity and violence. Mentors will work with 8 young people in each of three primary schools in each area for 1 year.</p> <p>Early Help has secured the following projects: Young Londoners Fund provides funding to deliver detached &amp; outreach work, and mental health support, provided by YBF agencies to 10-18 years at risk of serious youth violence. (3 year project).</p> <p>Youth Endowment Fund 12 month project will provide virtual counselling, creative therapies and mentoring. Target audience - young people affected by COVID (emotional wellbeing/isolation/at risk of offending). Providers will be members of YBF.</p>		Activity reports, YBF Annual report	

Page 41	6	Partnership support for Police applications for post-conviction Criminal Behaviour Orders (CBO's) for Habitual Knife Carriers (HKC's), in order to create better levers for change, by including positive requirements in sentences and orders to support the opportunity for change. CRC/NPS bespoke license conditions for violence offenders should include opportunities for training, employment, education and housing.	Seeking successful CBO's to create further defined prevention steps to reduce reoffending. Consistent monitoring will be undertaken to prevent breeches	MPS /CRC/NPS	MPS	Aug-20	Sep-20	Community Safety, Probation, CRC, YOS, ASB Team/ WDP New Beginnings	<p>YOS work in partnership with the police to ensure that CBO's are realistic and that monitoring of breaches are communicated.</p> <p>MPS indicate that this is vital partnership work that will continue. Effective use of CBO will be sought to strengthen safeguards to victims and communities also to deter the offender from reoffending. Close monitoring of all conditions will be observed and any breeches escalated and dealt with through the NPS / CRC processes.</p> <p>NPS and MPS actively collaborate and share information in order to respond to breaches of CBO's Where appropriate Licence conditions duplicate the conditions of the CBO so that swift and prompt enforcement action is taken in order that serious risk of violence can be averted. MAPPA processes will be followed.</p> <p>Where proportionate, necessary and related to risk, licence conditions mandatorily include requirements to include opportunities for Education Employment and Training. Unable to mandate conditions to engagement with housing providers, however 'Duty to Refer' is undertaken for all those threatened with homeless or NFA upon release from prison.</p>	Ongoing -approach embedded within core delivery	NPS CRC Procedures, number of CBO applications	
	7	Prison visits undertaken on a regular basis for knife crime and high risk gang offenders who are approaching the end of their sentences. Completed jointly by partners where appropriate, in order to provide support for a positive transition from secured estate back into society.	Increased number of regular prisons visits either in person or by video link	NPS/ CRC	NPS/ CRC	Aug-20	Aug-21	CRC, Community Safety, YOS, Police, St Giles, Air Network/ WDP New Beginnings	<p>All prisons are currently in command mode (level 3). As visits are not taking place presently, video link is used when needed. London prisons also have teleconference facilities when cases need to be discussed in a multi agency manner. LCRC happy to coordinate calls (and later on, visits) with partners as and when appropriate. In the community, LCRC rolled out Safer Streets, an intervention aimed at service users charged with knife crime. Safer Streets was successfully rolled out across London in 2019. Every eligible service user was offered an opportunity to participate in the programme. It's a 12 week programme, which allowed us to deliver 4 cycles in Brent during 2019/2020. However, this year it has been necessary to temporarily suspend the delivery of Safer Streets in accordance with the government's social distancing restrictions.</p> <p>YOS undertake prison visits in line with statutory responsibilities. Joint visits with partners including NPS occur routinely.</p> <p>Whilst F2F visits are currently suspended, NPS are able to coordinate and facilitate teleconference and video-links with partners as per pre-release resettlement processes.</p> <p>IAG reps available to support with information and community links to support transition.</p> <p>Young people attend the IAG partnership board meetings</p>		YOS Case management Guidance, National Standards governing youth justice	

Rag Rating definition

Work on the action has yet to be commenced, or is on course to miss the stated end date or will not be achieved

Work on the action is in progress and on course to be delivered by the stated end date

The action has been completed or is operational if an ongoing action, this is now part of business delivery



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	<b>Resources and Public Realm Scrutiny Committee</b> 10 <sup>th</sup> May 2021
	<b>Report from the Assistant Chief Executive</b>
<b>A Fairer Future - Ending Poverty in Brent</b>  <b>Review of the implementation of the Poverty Commission recommendations</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	One:  Appendix 1 – Delivery Plan
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Shazia Hussain Assistant Chief Executive Tel: 07436 702383 <a href="mailto:Shazia.hussain@brent.gov.uk">Shazia.hussain@brent.gov.uk</a>  Jackie Barry-Purssell Senior Policy and Scrutiny Officer Tel: 07786318491 <a href="mailto:Jacqueline.barry-purssell@brent.gov.uk">Jacqueline.barry-purssell@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 This report presents to the Resources and Public Realm Scrutiny an update on delivery of the Poverty Commission recommendations, as well as progress made on the actions raised by the Scrutiny Committee in December 2020.

## 2.0 Recommendations for Scrutiny

The Committee is asked to:

- 2.1 Be assured of the implementation of the Poverty Commission recommendations as agreed by Cabinet, noting the update contained in this

report on the delivery of the Poverty Commission recommendations and the additional actions raised at the December 2020 scrutiny meeting.

### **3.0 Detail**

#### Background information

- 3.1 Brent's Poverty Commission was established in January 2020. The Poverty Commission was commissioned by the Lead Member for Housing and Welfare Reform, Cllr Eleanor Southwood. It was independently chaired by Lord Best OBE.
- 3.2 The Commission included local, regional and national stakeholders and experts in their fields. Although established by the council, the Commission itself was fully independent and non-party political. The work of the Chair and Commissioners focused on four workstreams:
- Housing
  - Economy and jobs
  - Financial inclusion and:
  - Welfare

The Commission found that these issues are frequently inter-related and that those in poverty often face challenges across these areas.

- 3.3 The pandemic has highlighted the impacts poverty has on people's lives. It has also shown how easy it is for events to put people into poverty. The immediate and longer-term impacts of the pandemic and future challenges to the national and local economies reinforce the importance of the council prioritising actions and resources on those areas that are most important for the people of Brent. Both in meeting the current situation and ensuring the recovery does not leave anyone behind, tackling poverty is a key priority for the council. It plays a key role in the overall delivery of the Borough Plan 2021-2022 adopted by Full Council in February 2021.
- 3.4 The Poverty Commission report and recommendations were presented to Cabinet on 7 September where all of the recommendations were accepted. The delivery plans were endorsed by Full Council on 23 November 2020 and approved by Cabinet on 7 December 2020.

#### Progress update

- 3.5 The delivery plan (Appendix A) updates the Committee on delivery of the recommendations. The delivery plan is set within the context of the Borough Plan 2021-2022 and its five priorities, highlighting which priority area each recommendation supports.
- 3.6 Officers have put in place mechanisms to ensure performance is captured, reviewed and acted upon as necessary. The plan covers functions across the council, and the service areas are responsible for delivery of specific projects within each workstream. Key performance measures for the Poverty

Commission delivery plan will also form part of the council's overall performance framework, which is currently being finalised for 2021/22. Quarterly corporate performance reports are presented to this Scrutiny Committee.

3.7 The following paragraphs give a high-level summary of progress to date.

*Housing*

- On track to exceed the target to build 1,000 new council homes by 2024.
- The review of the Private Rented Sector (PRS) is underway with research commissioned to inform future activity, ensuring we maximise our impact.
- The council has successfully secured funding to increase the capacity in the Housing First Support scheme to 18 units.

*Economy and jobs*

- Commissions are underway for Willesden, Church End and Harlesden to consider diversification in town centres.
- The Affordable Workspace Strategy and Meanwhile Use Strategy are being implemented.
- Work is progressing to bring back the Picture Palace into use as a community run space.
- The council successfully secured funds for a Harlesden Gateway High Streets Heritage Action Zone.
- Brent Works continues to host online workshops to promote careers and a series of events with local businesses to promote Disability Confidence will continue in 2021.
- Participatory budgeting method is being used to allocate the Carbon Offset fund. This process will enhance public engagement.
- Social value commitments span the five Borough Plan priority areas and include the offer of specialist training as well as opportunities for engagement and collaboration.
- Cabinet in March 2021 agreed to apply the London Living Wage (LLW) for the Special Needs Transport Managed service.

*Financial inclusion and welfare*

- Work is ongoing to tackle digital exclusion working with the Voluntary and Community Sector (VCS) and other key partners.
- Community Hubs continue to support residents, with strengthening of relationships and referral pathways between food aid agencies and Brent Hubs. In addition, Hubs have been able to provide emergency financial support for residents in food and fuel hardship.
- Cabinet on 8 March 2021 agreed to extend the Resident Support Fund and the continuation of an interest free loan arrangement.
- Tackling Child Poverty has now been added as an explicit action within the refocused Borough Plan 2021-2022, supporting the Every Opportunity to Succeed priority.
- The draft Youth Strategy is being developed following successful engagement with young people.
- Tackling fuel poverty forms part of the Private Rented Sector (PRS) Review, and is a key workstream in the Climate and Ecological Emergency Strategy.

Community Hubs continue to give advice on tackling fuel poverty, as well as providing fuel vouchers, remotely during the pandemic.

- We also continue to work with partners to tackle fuel poverty, Brent is part of a West London Consortium of Boroughs who have now been awarded funding under the Green Homes Grant – Local Authority Delivery.
- A new comprehensive domestic energy advice programme and referral network for Brent's residents and businesses is being developed.

### The consultative group

- 3.8 As part of the delivery plan process and in response to the overview recommendation:

***“We recommend that Brent Council establishes a consultative group ...”***  
a consultative group has been brought together with representation from elected members, local, regional and community organisations. Membership of the group is as follows:

- Cllr Afzal
- Cllr Kabir
- Chris Murray, Young Brent Foundation
- Jacqueline Carr, Citizens Advice Brent
- Atara Fridler, Crisis
- Theresa McGrady, Step Up Hub
- Claudia Sumner, Child Poverty Action Group
- Paul Hunter, Smith Institute
- Connie Cullen, Shelter

The consultative group members represent housing, economy and jobs, financial inclusion and welfare – the workstreams of the Commission. The group has met twice already and will meet four times in year one. The first meeting agreed the terms of reference of the group as well as the focus for future activity. At the second meeting the group was presented with an overview of the Resident Support Fund and the Ethical Debt Recovery draft policy for comment. It also discussed reducing period poverty (see following paragraphs for detail) and future actions in this area. Future activity includes a discussion on progress and performance for each of the workstreams.

### Reducing Period Poverty

- 3.9 Period poverty can be defined as affecting people who do not have enough money to access the sanitary products they need. It is a form of poverty that has particular impacts on ensuring people have a socially acceptable standard of living and can participate fully in society. Period poverty was recommended as an area for focus at the December 2020 scrutiny meeting.
- 3.10 The government launched a scheme in January 2020 to give out free period (menstruation) products in schools. State schools and colleges in England can order free period products for students as part of a government scheme to tackle period poverty. During the pandemic, the scheme remains in operation

and schools and colleges are still able to order a range of period products through the online portal and distribute them to students, whether they are learning from home or at school or college. National and local charities provide sanitary products free of charge including [Freedom4Girls](#), [Bloody Good Period](#) and [The Hygiene Bank](#).

- 3.11 The council has undertaken research to review what support is available to reduce period poverty. A communications plan has been developed to ensure that the support that is available is highlighted to those who need it. Further work includes using the Community Hubs in Brent to increase support in reducing period poverty through signposting to provision, as well as linking with national and local programmes.

### Engagement with the Unions

- 3.12 This is an area that was raised at the last scrutiny meeting. The council is committed to engaging with the unions as a key stakeholder and this is being progressed.

## **4.0 Financial Implications**

- 4.1 There are no financial implications as a result of this report.

## **5.0 Legal Implications**

- 5.1 There are no legal implications as a result of this report at this stage, however, legal advice will be sought in respect of each recommendation contained within the delivery plan.

## **6.0 Equality Implications**

- 6.1 Brent is committed to equality, diversity and inclusion; the council is determined to be an exemplar of good practice in equality, diversity and human rights and it is our policy to treat everyone fairly and with respect. We aim to ensure that all our current and future residents, staff and stakeholders are treated fairly and receive appropriate, accessible services, and fair and equal opportunities.
- 6.2 This commitment requires that equality considerations play a key role in our decision-making processes and that our policies are fully compliant with the duties placed on us as a public sector body by the Equality Act 2010. Our Equality Analyses (EAs) ensure that we follow through on our commitment to equality and they provide a method for clearly demonstrating the necessary legal compliance.
- 6.3 The Equality Act 2010 replaced the pre-existing anti-discrimination laws with a single Act. The legislation covers the exercise of public functions, employment and work, goods and services, premises, associations, transport and education. The act prohibits victimisation and harassment, and all of the following forms of discrimination: direct; indirect; by association; by perception; or discrimination arising from disability. When considering the Public Sector

Equality Duty pursuant to section 149 of the Equality Act 2010 The Council must, in the exercise of its functions, have due regard to the need to:

- a) eliminate discrimination, harassment and victimisation
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,

6.4 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.

6.5 Delivery of the Poverty Commission recommendations supports the council to continue to meet the Public Sector Equality Duties. Equality Impact Assessments will be completed as projects are progressed. Those already completed will be reviewed as projects move through the implementation stage. The work of the Poverty Commission delivery plan will result in a positive impact across the protected characteristics, as well as for residents experiencing other social deprivations.

## **7.0 Any Other Implications (HR, Property etc. - if necessary)**

7.1 There are no other implications.

## **8.0 Proposed Consultation with Ward Members and Stakeholders**

8.1 The Lead Member commissioned the work of the Poverty Commission and has been consulted throughout the process including in the development of the delivery plan. Ward Members are represented on the consultative group.

### **Report sign off:**

Shazia Hussain  
Assistant Chief Executive



## Poverty Commission - Delivery Plan - Year 1

Borough Plan Priorities key
Every capacity to succeed
A future built for everyone, an economy fit for all
A determined commitment to the future
A borough where we can all feel safe, secure, happy and healthy
Strong foundations

				Housing						
Borough Plan Priorities		PC recommendation	Key actions	Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview (currently showing 2020/21 performance info - RAG references this)	RAG	
Yellow		We recommend that in pursuing its strategic target to secure 50% of new homes as affordable, Brent gives special consideration to achieving more social rented homes and considers, when making planning decisions, how new developments can help reduce poverty (including by forging close links for housing with health, education and economic development).	<ul style="list-style-type: none"><li>Adoption of local plan</li><li>Seek to secure 50% of new homes as affordable</li><li>Consideration is given to how new developments can help reduce poverty</li></ul>	2021/22	Alan Lunt, Strategic Director, R&E, Phil Porter, Strategic Director, CWB	Cllr Taffar, Lead Member for Regeneration, Property and Planning Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	<ul style="list-style-type: none"><li>Local plan examination outcome awaited. Major planning applications have an equalities impact assessment as part of their submissions and this is considered as part of the assessment.</li><li>In Q1-3 2020/21, of all the housing schemes granted planning permission which had a S106 legal agreement attached, 3,18 affordable housing (including intermediate) units secured. 40% of the housing in these developments (note, this is schemes granted, not delivered).</li><li>£123,872 was secured towards play space for older children</li><li>£139,743 was secured towards improving the capacity of bus routes</li><li>£3.42m Community Infrastructure Levy agreed towards 3 new medical centres</li><li>Planning committee agreed consent for a new secondary school in Neasden</li><li>Employment and training plans secured with major developments</li><li>The council is well on track to exceed its target to build 1,000 new council homes by 2024, having already delivered 263 homes with another 578 currently onsite and a further 1,100 in feasibility and/or Planning</li><li>The 'Moving On Up' programme – the council secured £338,000 worth of additional funding in September from new developments in the borough to expand the success of the project until April 2023.</li></ul>	Green	
Yellow		We recommend that the council conducts a whole market review of the Private Rented Sector - its scale, quality, rent levels, interactions with the benefits system and partner agencies - with a focus on tenants' perspectives.	<p>The council has asked Future of London (FoL) to bring together existing data and research, undertaking PRS stakeholder and resident engagement and writing a summary report with practical interventions that will help shape the council's approach to protecting and enhancing the lives of the most vulnerable groups living in the borough's PRS. Although this project focuses on the PRS, interventions will likely cover many council services engaging with PRS tenants.</p> <p>The research and subsequent report will include best practice and lessons learnt from other borough teams and housing associations.</p> <p>The project will deliver this report in three phases. <b>In phase one</b> - gather and analyse current data held by the Council e.g. Brent's public health and PRS teams and publicly available research in housing and inequalities. Sources will be reviewed, including from University of York, Imperial College London, Kings Fund and Centre for Ageing Better. <b>This phase is currently underway.</b></p> <p><b>In phase two</b>, FoL will engage with stakeholders, such as employment and child services provided by Brent Council as well as voluntary organisations, to build an understanding of key challenges and opportunities and borough priorities for protecting vulnerable PRS tenants. Interviewees could also include other boroughs and housing associations to compare approaches to protecting vulnerable tenants. FoL will also engage with residents, identified with LB Brent's housing team, to check phase one findings and to develop greater understanding of their specific challenges, aspirations and relationship with the council. Based on the feedback from residents and support services, FoL will develop a long list of outline interventions that will help the council better support these specific groups.</p> <p><b>In phase three</b>, stakeholder and tenant engagement data will be shared with LB Brent at a second client workshop alongside the long list of potential interventions for the council to consider. This long list will be a set of short-, medium- and long-term practical interventions that support the wellbeing of Brent's vulnerable PRS tenants. LB Brent must then prioritise these interventions based on their potential impact, feasibility and urgency in relation to the Poverty Commission's recommendations, to a top five that FoL will further scope to determine their likely ownership, time frame, impact, key stages and costs.</p>	2021/22	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	Research commissioned and underway.	Green	
Yellow		We recommend that, following a PRS review, Brent Council creates and publicises a comprehensive enforcement strategy to raise standards, including for energy efficiency (which addresses fuel poverty) over the years ahead, guided by the recommendations from the recent report from Dr Julie Rugg (for Trust for London).	<ul style="list-style-type: none"><li>Scoping of strategy building on findings from the PRS review</li><li>Engagement with key stakeholders</li><li>Research completed</li><li>First draft prepared for further consultation</li><li>Strategy goes via governance process</li><li>Recent report published</li></ul>	2021/22	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	This will commence following the PRS review - December 2021.	Green	
Yellow		We recommend that the council adopt a housing-led approach to all those presenting as homeless (single homeless people and families experiencing homelessness), including with a Housing First offer where appropriate as the default response	<ul style="list-style-type: none"><li>April 2021 – capacity increased to 18 units</li><li>Review of approach to be undertaken by end of 2021</li></ul>	2021/22	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	To facilitate the council's Housing First approach - the council has successfully secured funding to increase the capacity in the Housing First Support scheme to 18 units. 12 of these units are now occupied and the remaining 6 units are forecast to be let by 1 April 2021. The council is working with other key stakeholders to ensure a holistic assessment and support is provided as a wraparound service to these cohort. A report was agreed at Cabinet in March to increase the supply of supported housing for people who have been sleeping rough and to help reduce the use and cost of temporary accommodation.	Green	
Economy and Jobs										
Borough Plan Priorities		PC recommendation	Key actions	Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview (currently showing 2020/21 performance info - RAG references this)	RAG	
Yellow		With the likely further decline in retail post-Covid, we recommend the council work with the GLA and central government to regenerate its high streets, support job creation and create affordable workspace, and places for community hubs, while enhancing the local environment	<ul style="list-style-type: none"><li>Implement actions from the Meanwhile Use Strategy</li><li>Establish Meanwhile Provider guidance and a preferred list</li><li>Raise awareness and promote meanwhile uses to owners of vacant land and property, landlords, developers, start-ups, existing micro and SME businesses, business associations, ward members, town teams and community groups, across the borough</li><li>Consider a discretionary business rates relief for meanwhile uses</li><li>Coordinate Town Centre Manager networks and intelligence, together with National Non Domestic Rates (NNDR) data, to target meanwhile uses in vacant properties in priority town centres and on the high street</li><li>Create and facilitate meanwhile projects that focus on creative, enterprise and workspace uses to fill vacant properties in priority town centres and on the high street</li><li>Work with Council (licensing to activate temporary pop ups and spaces in town centres and high streets (in private and Council owned assets)</li><li>Shop Local Shop safe campaign to be introduced</li><li>Local procurement activity to be undertaken to stimulate the local economy and support businesses</li><li>Deliver digital training for SMEs</li><li>Local Projects including:<ul style="list-style-type: none"><li>Wembley and Ealing Road - street art programme</li><li>Harlesden - new shopfront improvements to support local heritage and listed buildings in Harlesden</li></ul></li></ul>	2021/22	Alan Lunt, Strategic Director, R&E	Cllr Taffar, Lead Member for Regeneration, Property and Planning Cllr Stephens, Lead Member for Schools, Employment and Skills	Initially within the existing budget. Financial implications of any actions would be assessed as plans are developed.	<ul style="list-style-type: none"><li>At GLA level, the council continues to work closely with its neighbours on the 'Build and Recover' strategy, adopted during September 2020, which focuses on developing jobs to facilitate a 'green' recovery, developing plans for skills training, focussing on growth sectors, high value employment and traditional key employment sectors for West London such as aviation.</li><li>The council is supporting the GLA/London Councils High Street Recovery Mission.</li><li>Commissions are underway for Willesden, Church End and Harlesden to consider diversification in town centres, including opportunities for workspace for growth and higher skilled industries.</li><li>Implementation of the Affordable Workspace Strategy is underway to maximise the delivery of affordable workspace in order to encourage entrepreneurship and provide people with the opportunity to 'start up' a business without the concern of having to identify costly accommodation.</li><li>The council will secure the delivery of workspaces (inc. affordable workspace) in new developments in appropriate locations by applying Local Plan policies. ES2-500 has been secured towards affordable workspace provision.</li><li>Implementation of the Meanwhile Use Strategy is underway. A Meanwhile Project to fill vacancies is being developed.</li><li>The Picture Palace - work is progressing to bring back into use as a community run space. Repair work to the building is almost completed and procurement is underway for a community based operator.</li><li>Successfully secured funds for a Harlesden Gateway High Streets Heritage Action Zone and the project is now underway. The Harlesden scheme will help support Brent's economic recovery and breathe new life into the area.</li><li>The Shop Local, Shop Safe campaign will be restarted as non-essential retail opens on 12th April.</li><li>Work is ongoing on local procurement to support local businesses and stimulate the local economy, including working with HS2 on local business and supply chain opportunities. A number of 'meet the buyer' events have been held to introduce SMEs to local supply chain opportunities.</li><li>Work is also underway to deliver a digital offer for SMEs.</li></ul>	Green	
Yellow	Blue	We recommend that the council extends the use of its procurement powers to secure more good quality apprenticeships and social value from council contracts (using the Social Value Act and, where applicable, section 106 agreements), including by making contracts conditional on payment of the London Living Wage (e.g. through the West London Alliance partnership with neighbouring boroughs).	<ul style="list-style-type: none"><li>Secure good quality apprenticeships and social value from council contracts.</li><li>Review progress on an annual basis</li><li>As part of contract review ensure LLW is a key element.</li><li>Local wealth building activity to be extended.</li></ul>	2021/2022	Peter Gaddson, Strategic Director, CDS	Cllr McLennan, Deputy Leader and Lead Member for Resources	Within existing resources	<ul style="list-style-type: none"><li>The council already has Social Value embedded as part of its formal procurement processes. In addition this has been reinforced by the new Social Value and Ethical policy agreed by the council April 2020. Opportunities for apprenticeships and work placements are pursued. Social value commitments include a focus on offering specialist training as well as opportunities for engagement and collaboration.</li><li>The London Living Wage forms part of the council's question bank when undertaking procurements and currently 99% of the council's contracts comply with the London Living Wage. Monitoring of this area to continue. The Cabinet in March 2021 agreed the LLW for the Special Needs Transport Managed service.</li></ul>	Green	
Yellow	Purple Blue	We recommend that Brent goes further in its efforts to encourage fair remuneration for employees by insisting on contractors requiring their sub-contractors to pay the London Living Wage, for private sector residential and care homes to pay the LLW where the council is paying residents' fees, by considering the designation of specific locations as 'Living Wage Places', and by persuading accredited employers to address the need for feasibility in employment with contracts that guarantee minimum hours.	<ul style="list-style-type: none"><li>Domiciliary care contract includes standardisation of the hourly rate across all suppliers to a level that allows them to pay their staff the LLW.</li><li>For the London Living Wage Place project - The aim is to set an ambition to be a Living Wage Place, the council can consider how it encourages and/or incentivises (such as the existing Business Rates incentive scheme) organisations paying the living wage.</li><li>April - May 2021 - Scoping work undertaken and terms of reference drafted</li><li>June 2021 - Scope agreed and work commences</li><li>Review and Agreement of approach.</li></ul>	2021/22	Alan Lunt, Strategic Director, R&E, Peter Gaddson, Strategic Director, CDS	Cllr McLennan, Deputy Leader and Lead Member for Resources Cllr Stephens, Lead Member for Schools, Employment and Skills	Within existing resources/Provision also made within BP budget for Living Wage Place	<ul style="list-style-type: none"><li>April 2020 - The council's Social Value and Ethical policy was agreed and sets out standards of integrity and professionalism expected from the council's suppliers in their own dealings and practices. Progress will be reported annually to Cabinet. Employment support and skills provision are key aspects of the approach as well as accessing affordable training.</li><li>Successful market engagement event held in February 2021 to raise profile of supplier opportunities in the borough.</li><li>The London Living Wage forms part of the council's question bank when undertaking procurements and currently 99% of the council's contracts comply with the London Living Wage. Monitoring of this area to continue.</li><li>Scoping of the London Living Wage Place project will start in April 2021.</li></ul>	Green	
Yellow	Blue	We are pleased that the council is introducing participatory budgeting and recommend that, with proper representation from those experiencing poverty, this should be treated as a key element of engagement and ownership of decisions at the neighbourhood level.	<ul style="list-style-type: none"><li>January-March - Promotion and Engagement</li><li>April onwards - piloting of approach</li></ul>	2021/22	Shaiza Hussain, ACE	Cllr Knight, Lead Member for Community Safety and Engagement	Within existing resources	Participatory budgeting is being used to allocate the Carbon Offset fund. The residents' panel has been set up and the council has recruited a range of experts to train the members of the panel on key climate change policy issues. The application criteria will be developed in April and allocating the grants will continue until May 2021.	Green	

Green	Yellow					We recommend that the council extends its offer, to support those with disabilities into employment and gives more publicity to the work it is doing.	<ul style="list-style-type: none"><li>•Communications plan implemented</li><li>•Events for local employers delivered</li><li>•Delivery of key projects including the Health and Work Programme</li><li>•Delivery of Kickstart programme</li></ul>	2021/22	Alan Lunt, Strategic Director, R&E	Clir Stephens, Lead Member for Schools, Employment and Skills	Provision made within BP budget	<ul style="list-style-type: none"><li>•The council has been recognised as a Disability Confident Leader. This highlights the work the authority is doing to support staff with disabilities and to champion support for people with disabilities amongst our partners, communities and local businesses. A communications strategy for 2021 has been completed which sets out how the council will promote Disability Confidence to staff, local employers and residents. The focus is on encouraging and supporting other businesses in the council's supply chains and networks to become Disability Confident. The council is engaging with the local employers who are Registered as Disability Confident – 67 of these have been invited to the Skills Summit. The council plans to hold a series of events with local businesses to promote Disability Confidence in 2021.</li><li>•Activity underway includes the Shaw Trust project - the Work and Health Programme, the Mental Health trailblazer, the Care Leaver project and the Internship programme.</li><li>•Brent Start will support over 2000 residents each year to develop their skills, including an expanded digital skills offer, ESOL, English, Maths and employability skills. WVD-3 Events took place. Women in Tech, Women in Construction and Women in the Met Police. In total 56 people attended the sessions.</li><li>•Brent Works will continue to generate employment and apprenticeship opportunities through construction and other sectors, seeking to support career pathways to high skill levels. This includes brokering opportunities via Section 106 Agreements with developers and via Social Value contract agreements through the council's procurement. Support for those with disabilities includes at registration and interview stages. In-work support is provided for 6 months. Brent Works undertakes a gateway role for the Kickstart programme. Priority Groups will get guaranteed interviews. The council is recruiting up to 30 Kickstart applicants internally throughout the lifetime of the programme. Brent Works related website signposts support and advice and engagement also takes place with the Community Hubs and the Hub at Park Royal. A quarterly partnership forum for partners in the borough focuses on employment, skills and training.</li></ul>	Green
Financial Inclusion and Welfare													
Borough Plan Priorities		PC recommendation		Key actions			Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview (currently showing 2020/21 performance info - RAG references this)		RAG
		Blue	We recognise that post-Covid there will be problems with debt for many households and we recommend that Brent puts its innovative emergency arrangements for grants and interest-free loans onto a longer term footing. We also recommend that advice services in the Borough are scaled up with a focus on tackling food and fuel poverty as well as debt advice.										Green
		Blue	We recommend that the council clarifies its local welfare assistance scheme with a designated budget, topped up with government funding including from the new hardship fund; providing support in cash rather than in kind; and relaxing the qualifying criteria of the scheme to reach those most affected by coronavirus.	<ul style="list-style-type: none"><li>•Review the Local Welfare Assistance Scheme undertaken and next steps agreed.</li><li>•Review the Resident Support Fund</li><li>•Review continuation of an interest free loan arrangement</li><li>•Implement proposals from April 2021 onwards</li><li>•Review of CT Support scheme undertaken and recommendations implemented.</li><li>•Ethical Debt Recovery policy reviewed and changes implemented.</li></ul>	2021/2022	Peter Gadsdon, Strategic Director, CDS	Clir Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	<ul style="list-style-type: none"><li>•Resident Support Fund - Cabinet on 8 March 2021 agreed to extend the Resident Support Fund and incorporate the Local Welfare Assistance Scheme. It also approved the continuation of an interest free loan arrangement.</li><li>•Ethical Debt Recovery Policy (amended) - agreed on 25 February 2021 following a review of debt collection processes.</li></ul>	Green			
		Blue	Although the Commission noted the review of the Council Tax Support scheme 18 months ago, we are concerned a) at the possibility of the arrangements leading to increased arrears as a result of Covid-19 and recommend special consideration be given to improving the treatment of non-dependants; and b) that the council reviews its approach to the outsourced enforcement service for Council Tax debts, and carefully monitors its use of enforcement agents, as well as issuing sanctions if agents do not operate fairly.										Green
Green			To help bring together the many strands of council activity concerned with child poverty, we recommend the council considers an overarching strategic objective to address child poverty with measurable outcomes that are regularly monitored, perhaps with a reporting line to Full Council.	<ul style="list-style-type: none"><li>•Tackling child poverty is embedded within the Borough Plan</li><li>•We recognise that tackling child poverty is a cross-cutting issue and actions will include those focused on prevention</li><li>•Tackling Child Poverty will continue to be included in the rolling programmes of strategy refreshes with a requirement to make it explicit.</li><li>•Action Plan detailing activity and timescales to be developed with a focus on bringing together the various strands of activity in this area.</li></ul>	2021/22	Corporate	Cabinet	Within existing resources	<ul style="list-style-type: none"><li>• Tackling Child Poverty is a key action within the refocused Borough Plan for 2021-2022 supporting the Every Opportunity to Succeed priority. It will continue to be included in the rolling programmes of strategy refreshes with a requirement to make it explicit. The Council provided food vouchers to children eligible for free school meals at October half term. Over 10,000 Children and Young People have been supported in the form of food and utility bill vouchers during the winter period using funding from the Council's allocation from the Government's COVID Winter Grant Scheme. Food vouchers have also been provided during the Christmas holiday period, February half term and the Easter holiday period. The Council has developed a Holiday Activities and Food Programme for children eligible for free school meals as part of a DfE-funded national programme that will provide holiday clubs during the Easter, Summer and Christmas holidays in 2021. Brent's 8 Family Wellbeing Centres (FWC) opened with a soft launch on 1st December as planned with some specific services providing face to face support and the remaining services online and remotely, supporting families and children across all age groups.</li></ul>	Green			
Green			We recommend that the council brings together a statutory-led Youth and Community Strategy for Young People' in Brent and develops an outreach model with the voluntary and community sector to engage with young people in addressing the impacts of poverty and social exclusion.	<ul style="list-style-type: none"><li>• From October – December 2020 the council worked with partners and young people to develop a co-designed engagement approach. This included the November Children's Commissioners Takeover Day, where 30 pupils from across six local schools and colleges collaborated virtually to develop engagement questions and key messages to encourage their peers to share their views.</li><li>• In January the co-designed survey went live. This ran until the end of January and was promoted through schools, partners, services and stakeholder forums.</li><li>• March - April 2021 - draft strategy developed.</li><li>• April - May 2021 development and agreement of the accompanying strategy delivery plan.</li></ul>	October 2020 - May 2021	Gail Tolley, Strategic Director, CYP	Clir Patel, Lead Member for Children's Safeguarding, Early Help and Social Care	Within existing resources	<ul style="list-style-type: none"><li>From October – December 2020 the council worked with partners and young people to develop a co-designed engagement approach. This included the November Children's Commissioners Takeover Day, where 30 pupils from across six local schools and colleges collaborated virtually to develop engagement questions and key messages to encourage their peers to share their views. In January a co-designed survey went live and was promoted through schools, partners services and stakeholder forums. Findings from the survey have been shared with partners and young people (including BYP and YBF). The draft strategy and implementation plan are currently being developed.</li></ul>	Green			
		Blue	We recommend that programmes such as the Community Money Mentors are rolled out across the Borough.	Interventions to be delivered that will improve individual/family financial budgeting and management.	2021/22	Peter Gadsdon, Strategic Director, CDS	Clir Southwood, Lead Member for Housing and Welfare Reform	Provision made within BP budget	Scoping work will be undertaken March - April 2021.	Green			
	Yellow	Orange	We recommend that the council, as a priority, works with partners to tackle fuel poverty in the Borough, alerting private landlords letting the most energy inefficient homes to the requirement to improve energy standards, using enforcement powers and taking advantage of government vouchers toward the cost, thereby reducing excess winter deaths following Covid-19 and other respiratory illnesses.	<ul style="list-style-type: none"><li>• Delivery of retrofit pilots within the council's own stock</li><li>• A new long-term programme for identifying, targeting and monitoring energy efficiency improvements in the council's stock - to reach the target of EPC B in council owned stock by 2030</li><li>• Successfully bid for external funding available to council (e.g. Green Homes Grant, Solar Together, ECO etc.)</li><li>• A new comprehensive domestic energy advice programme and referral network for Brent's residents and businesses to be developed.</li></ul>	2021/22	Alan Lunt, Strategic Director, R&E, Phil Porter, Strategic Director, CWB	Clir Sheth, Lead Member for Environment, Clir Southwood, Lead Member for Housing and Welfare Reform	Provision made within BP budget	<ul style="list-style-type: none"><li>• Tackling Fuel Poverty forms part of the PRS Review and is also a key workstream in the Climate Emergency Strategy. Community Hubs continue to give advice on tackling fuel poverty as well as providing fuel vouchers. A new comprehensive domestic energy advice programme and referral network for Brent's residents and businesses is being developed.</li><li>• Brent are part of a West London Consortium of Boroughs which have been awarded funding under the Green Homes Grant - Local Authority Delivery. The Consortium has been awarded a total of £4.7m for 7 Boroughs including Brent and is managed by Ealing.</li></ul>	Green			
Overview Recommendations													
Borough Plan Priorities		PC recommendation		Key actions			Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview (currently showing 2020/21 performance info - RAG references this)		RAG
Green	Yellow		We recommend that, as the major employer and the source of so much of the Borough's spending, Brent Council extends its impressive efforts to secure more and better jobs, especially for its younger citizens.	<ul style="list-style-type: none"><li>•The Moving on Up (MoU) project funded by Trust for London is supporting young black men aged 16-24 in gaining jobs with prospects. This work will continue.</li><li>•Brent Start will support over 2000 residents each year to develop their skills, including an expanded digital skills offer, ESOL, English, Maths and employability skills.</li><li>•Brent Works will continue to generate employment and apprenticeship opportunities through construction and other sectors, seeking to support career pathways to high skill levels. This includes brokering opportunities via Section 106 Agreements with developers and via Social Value contract agreements through the council's procurement.</li></ul>	2021/22	Alan Lunt, Strategic Director, R&E	Clir Stephens, Lead Member for Schools, Employment and Skills	Within existing resources	<ul style="list-style-type: none"><li>•Brent Works has participated effectively in the Governments new Kickstart programme, working to secure employer commitments to provide work experience for 150 16-25 year olds from January 2021.</li><li>•The Moving On Up programme has supported 150 young men to date with 57 gaining employment. The programme has recently been awarded additional NCL funding which will be used to capacity build and engage employers in growth sectors.</li><li>•The council's social value and ethical procurement approach includes increasing employment opportunities for Young People.</li></ul>	Green			
		Blue	We recommend that the council ensures welfare support reaches everyone who needs it by making 'every contact count' and referring people to, and supporting the free finance of, the charities and community organisations that provide much-needed, expert advice.	<ul style="list-style-type: none"><li>•Support offered to residents based on the "every contact counts" principle including through the Community Hub model</li><li>•Ongoing delivery of the grants programme</li><li>•Ongoing engagement with the VCS based on the model of collaboration</li></ul>	2021/22	Shazia Hussain, ACE, Peter Gadsdon, Strategic Director, CDS	Clir McLennan, Deputy Leader and Lead Member for Resources, Clir Knight, Lead Member for Community Safety and Engagement	Within existing resources	<ul style="list-style-type: none"><li>•Through the Hubs network the council has built relationships with a range of specialist partner organisations who are able to provide advice and support. As lockdown arrangements are eased the council will be working with these partners to further develop the Hub offer with a range of advice and support partners providing a holistic service from the Hub spaces across the borough.</li><li>•Community grants and voluntary sector support are in place. Further details can be found at <a href="https://www.brent.gov.uk/your-community/community-grants-and-voluntary-sector-support/">https://www.brent.gov.uk/your-community/community-grants-and-voluntary-sector-support/</a></li><li>•A new round of community funding for community, environmental and regeneration projects was opened in March 2021.</li></ul>	Green			
Green	Yellow	Orange	Purple	Blue	We recommend that Brent Council establishes a consultative group that brings together elected members and officers with community organisations, service users and relevant bodies covering housing, health and education, and working collaboratively a) to agree measurable targets, reflecting the Commission's conclusions, for reducing poverty over the years ahead; b) to explore and initiate collaborative working to deliver holistic, person-centred services which empower residents and increase resilience; and c) to monitor progress, reporting back to the council on a periodic basis.	<ul style="list-style-type: none"><li>•Terms of reference agreed</li><li>•Meetings set up and areas of focus confirmed</li></ul>	2021/22	Shazia Hussain, ACE	Clir Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	<ul style="list-style-type: none"><li>•Consultative group established and meetings underway.</li><li>•Terms of Reference agreed</li><li>•Future activity will include feedback on the progress on priority recommendations and the performance framework underpinning it.</li></ul>	Green	

## Poverty Commission - Delivery Plan - Year 2


Borough Plan Priorities key
Every opportunity to succeed
A future built for everyone, an economy fit for all
A cleaner more considerate borough
A borough where we can all feel safe, secure, happy and healthy
Strong foundations

Housing												
	Borough Plan Priorities				PC recommendation	Key actions	Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview	RAG
		Yellow			While recognising that Brent Council's current housing plans compare favourably with other local authorities, we recommend stepping up borrowing to build and bringing forward council housebuilding programmes to take advantage of opportunities when demand for construction workers and for house purchase is weak.	Comprehensive house building programme in place.	2022	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	Ongoing - Brent has one of the biggest house building programmes in London - 578 on site, 1,100 in feasibility and/or planning. The council will borrow appropriately to meet its strategic objectives. So far, the Council is investing £300m, in addition to £100m secured through the Mayor's Grant funding (2018), making a total of £400m capital investment in new Council homes. The council is now in discussions for another bid round for the Mayor's Grant fund. Activity from that bid round will commence from April 2022. This will enable the Council to continue delivering its ambitious council homes programme. The numbers of homes to be built are indicative and may well increase over the lifecycle of this work.	Green
		Yellow			We note that Brent has undertaken a land and asset review to identify opportunities for the council or its social sector partners to provide additional social housing or to use for community or economic betterment. We recommend Brent's land and asset review is used to develop a strategy and plan to allocate and ensure these assets are utilised to assist those in greatest need, e.g. using land currently occupied by redundant garages to build age-friendly homes that will release much needed family accommodation.	•Asset review undertaken •Plan in place to allocate and ensure these assets are utilised to assist those in greatest need	2022	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	The Council has undertaken a large scale assessment of its existing land assets and this enabled it to submit a substantial bid to the GLA in the last round of the Mayor's Council Homes Programme. As part of this assessment, all existing garage sites were assessed and a determination made as to their continued usage. The assessment also looked beyond garage sites i.e. developable spaces within existing estates. These assessments were carried out with the engagement of residents and residents continue to be engaged as the sites are progressed. On some of these sites, the Council is currently consulting with residents about designing and building up to 400 additional new homes. These are being designed to meet existing housing needs. For example, there is a particular focus on developing larger homes to relieve overcrowding.	Green
		Yellow			We recommend that Brent uses its company, i4B, to purchase (as well as long term leasing) PRS property on the market, including ex-Right to Buy properties, to replace the requirement for expensive temporary accommodation and to acquire shops suitable for conversion into housing to regenerate high streets.	•Deliver housing options as part of the Temporary Accommodation reform plan. •Homes for key workers secured	2022	Peter Gadsdon, Strategic Director, CDS	Cllr McLennan, Deputy Leader and Lead Member for Resources	Within existing resources	The primary purpose of i4B is to deliver the housing options defined in the Temporary Accommodation reform plan. The core business of the company is as a Private Sector Landlord accepting homeless nominations from the council. Properties are let with the intention that the tenancy will be the foundation on which customers can improve their quality of life. The aim is that customers enjoy secure, affordable, and well maintained accommodation. The company has also secured homes for key workers, which is an identified gap in the borough. i4B has contributed to a planning led paper on opportunities to strengthen high streets. Acquiring shops could be an option but needs to be financially viable. Work will continue in this area.	Green
		Yellow			We recommend that the actions proposed in the council's review of housing adaptations be implemented as speedily as possible, with particular regard to those with disabilities living in the private rented sector.	•Adaptations to homes delivered across all tenures •Progress on implementation of the recommendations will also form part of the PRS review.	2021/22	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	The Council spends over £5m a year providing much needed adaptations in homes across all tenures. During the pandemic, the council has delivered similar levels of adaptations to the previous year. The council also set up a 'Handy Person' service to assist people being discharged home from hospital. The council is currently carrying out research to assess the impact of this service.	Green
		Yellow			The council should work with the GLA to support community and voluntary sector organisations to identify opportunities for community-led housing in Brent.	Continue to support community led housing	2022	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	The housing supply and partnerships service are working with Community Led Housing to support Brent CLT (made up of community organisations in Brent.). The CLT have plans to develop a housing project led by the community to target single homeless individuals. The council continues to work with Brent CLT to progress this activity.	Green
Economy and Jobs												
	Borough Plan Priorities				PC recommendation	Key actions	Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview (currently showing 2020/21 performance info - RAG references this)	RAG
		Yellow			We recommend the council makes poverty reduction an explicit part of the council's current and future economic development strategies, with a clear set of poverty reduction targets.	As part of the regular review of economic strategies ensure that requirements to tackle poverty are explicit.	2021/22	Alan Lunt, Strategic Director, R&E	Cllr Tatler, Lead Member for Regeneration, Property and Planning	Initially within the existing budget. Financial implications of any actions would be assessed as plans are developed.	Poverty reduction features in the Inclusive Growth Strategy and the draft Local Plan contains policies that seek to address 'poverty's' constituent parts e.g. access to housing, employment. The draft Local Plan is currently being examined by the Planning Inspectorate; the aim is to adopt the plan as a statutory document in 2021.	Green
	Green	Yellow			We recommend the council uses its influence to maximise the help provided by careers services for those moving from school to work, and where appropriate, the council encourages take up of the government's "Kickstart Scheme".	•Take up of the Kickstart Scheme promoted •Regular review of career support	2021/22	Alan Lunt, Strategic Director, R&E, Gail Tolley, Strategic Director, CYP	Cllr Stephens, Lead Member for Schools, Employment and Skills	Within existing resources	The council provides targeted support for NEET young people 14 -19 (school age) and those 'at risk of NEET', delivered by Prospects. Schools also can commission Prospects to deliver a Connexions careers advice and guidance offer to their young people in school. The council uses the National Careers Service (NCS) to support those moving from school to work - this is a universal service but light touch. Brent Works provides 121 support to young people to access jobs and apprenticeships across a number of sectors. The Brent Works website is regularly updated signposting to career support opportunities. The Kickstart Scheme is underway with the council undertaking a gatekeeping role.	Green
	Green			Blue	We strongly support the Brent Black Community Action Plan and we recommend strengthening of the links with CVS and the Young Brent Foundation and others in the voluntary and community sector.	BCAP delivered to timescale and within budget.	2021/22	Shazia Hussain, ACE	Cllr McLennan, Deputy Leader and Lead Member for Resources	Provision made within BP budget	The Black Community Action Plan (BCAP) was agreed at Full Council in July 2020. The delivery plan for 2021/22 focuses on - Children, Young People and Families, Building sustainable community leadership, Supporting Black-led businesses, voluntary and community sector <b>See BCAP for further detail</b>	Green

	Green		Purple		We recommend that the delays caused by Covid-19 to Brent's imaginative programme as the London Borough of Culture be used to give extra focus to the opportunities for engaging young people, particularly those from BAME communities, in activities that raise aspirations and improve employment prospects.	<ul style="list-style-type: none"> <li>•Setting up a Local Cultural Education Partnership working with schools to ensure every child in Brent has cultural opportunities</li> <li>•Creating new cultural spaces, both meanwhile and permanent, including the Kilburn Studios and the Picture Palace</li> <li>•Delivering the Brent Biennial from 2022, a place shaping festival each year alternating between visual arts and music</li> </ul>	2021/22	Phil Porter, Strategic Director, CWB	Cllr Nerva Lead Member for Public Health, Culture & Leisure	Within existing resources	Brent 2020 Legacy Manager recruited. Grant made to Metroland, accountabilities and targets agreed. Recruitment of LCEP Co-ordinator underway. Recovery plan to position celebration of local culture and diversity as part of the reopening of the Borough post second wave being developed in partnership with other Council departments. Opportunities to synergise this plan with borough cultural partners, including Lee, Kin, RPO, being explored. Culture Fund projects which could not be delivered in 2020 being programmed for Summer 2021. Application made to the Windrush Fund for development of art work and capturing oral histories around theme of the Windrush Generation's contribution to the NHS, working with Mahogany Carnival Design, Lin Kam Arts and the local NHS. Plans to embed the artist network into the creative sector are in development. Working closely with the Meanwhile Space project in Church End and Neasden to secure creative spaces for artists	Green
		Yellow			We recommend that Brent Council signs up to the Good Work Standard and uses its convening power to bring together anchor employers to address low paid, low hours employment contracts in Brent and to guarantee improved terms (e.g. a minimum of sixteen hours a week and the right to notice periods of at least four weeks for shifts).	<ul style="list-style-type: none"> <li>•Scoping of project undertaken</li> <li>•Agreement of key stages and implementation</li> </ul>	2021/22	Alan Lunt, Strategic Director, R&E	Cllr Stephens, Lead Member for Schools, Employment and Skills	Within existing resources	Harlesden heritage project and the local NHS. Scoping of the project to be undertaken.	Green
		Yellow			We recommend that the council expands its employment support packages to help tackle low wages and insecure work conditions.	Year One activity includes, support for those who are unemployed. This work will continue in year two - with employment support packages to help tackle low wages and insecure work conditions.	2021/22	Alan Lunt, Strategic Director, R&E	Cllr Stephens, Lead Member for Schools, Employment and Skills	Within existing resources	The West London Alliance are lobbying for additional investment in the Skills Escalator to improve progression in-work for local residents. This is set-out in the WLA Build and Recover Plan 2020.	Green
	Green				We recommend that the council explores the opportunities for action to support affordable childcare provision, considering loans or grants to both providers and parents that would enable moves into employment in the aftermath of Covid-19.	Continued work to support affordable childcare provision.	2021/22	Gail Tolley, Strategic Director, CYP	Cllr Patel, Lead Member for Children's Safeguarding, Early Help and Social Care	Within existing resources	<ul style="list-style-type: none"> <li>The council is committed to supporting recovery of the early years sector and work is underway in a number of areas including:</li> <li>• Working with Finance to widen the eligibility criteria so that more early years providers could apply for the LA discretionary grant.</li> <li>• Ensuring payments to providers of their termly free early education funding has been made in a timely manner, moving payments forward to help with provider cash flow issues. This has already enabled a number of providers to remain sustainable.</li> <li>• Developing and implementing a real time tracking system for monitoring sustainability and sufficiency of childcare provision in the borough to have an overview at ward level and enable early identification of emerging issues.</li> <li>• Working with the DfE, LGA, GLA and London Councils through membership of working groups and networks, increasing their understanding of the impact of Covid-19 on Brent early years providers and seeking to ensure that appropriate support is provided for the sector to remain sustainable.</li> </ul>	Green
				Blue	We recommend that the council develops a bespoke digital offer and support for those with disabilities so that they can easily access services remotely and gain confidence in areas such as cashless payments, recognising that this could lower spending, enable access to benefits, and applications for support.	Digital Inclusion action plan developed and implemented.	2021/22	Peter Gadsdon, Strategic Director, CDS	Cllr McLennan, Deputy Leader and Lead Member for Resources	Within existing resources	<ul style="list-style-type: none"> <li>•A Digital Inclusion package, which includes support for developing digital skills, is in place as part of the Residents' Support Fund</li> <li>•Findings from the Citizens Online report will be used to scope work on a bespoke digital offer for those with disabilities.</li> </ul>	Green
				Blue	We recommend that the council sets out clearly how it intends to work with the community and voluntary sector in tackling digital exclusion, and how it intends to ensure residents can operate online, including using digital hotspots created on estates and local safe spaces.	<ul style="list-style-type: none"> <li>Engagement with the VCS, NHS and Registered Providers</li> <li>Digital Inclusion action plan developed and implemented</li> <li>Engagement with SMEs and development of tailored support</li> </ul>	2021/2022	Peter Gadsdon, Strategic Director, CDS	Cllr McLennan, Deputy Leader and Lead Member for Resources	Within existing resources	<ul style="list-style-type: none"> <li>Brent's digital strategy 2019-23 sets out the council's ambition to make Brent a digital place.</li> <li>This work is being supported by new initiatives, which respond to the increase need for digital inclusivity in the context of the Pandemic.</li> <li>•Roll out of full fibre connectivity across the council's housing stock and key community spaces has begun.</li> <li>•November 2020 - A successful online workshop with over 50 attendees from across the Council, VCS organisations, the NHS and Registered Providers was held. This provided an overview of the research carried out as part of the Brent Switch project and shared the Council's aspiration to develop a cross-borough approach to digital exclusion through working across organisations to build a Digital Inclusion Action Plan. A service map featuring existing services (regardless of who delivers them) has also been produced.</li> <li>•Digital Champions established</li> <li>•Work underway with SMEs to deliver tailored support</li> <li>•Digital Inclusion action plan in place</li> </ul>	Green
Financial Inclusion and Welfare												
	Borough Plan Priorities				PC recommendation	Key actions	Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview	
				Blue	We recommend that the council works with credit unions to provide low-cost loans to cut down dependence on loan sharks and other unscrupulous lenders						<ul style="list-style-type: none"> <li>•The Council currently has a payroll deduction scheme available for staff members, though in response to the ongoing COVID pandemic the council is reviewing existing arrangements with the aim of ensuring all staff are fully aware of and have access to the best possible loan and savings products to safeguard their ongoing financial wellbeing.</li> <li>•Cabinet agreed on 8 March the continuation of an interest free loan arrangement element of the Resident Support Fund, the details of which are set out in section 7 of the report: <a href="http://democracy.brent.gov.uk/documents">http://democracy.brent.gov.uk/documents</a></li> <li>•Through the Hubs network the council has built relationships with a range of specialist</li> </ul>	Green
				Blue	We recommend that the council explores a further extension of the Hub model so that advice services are available at venues such as GP surgeries, and family wellbeing centres in order for people to have their issues addressed in places that they already visit and trust.							Green

				Blue	We recommend that the council should also consider whether court orders/liability orders are necessary in all cases of Council Tax arrears and, wherever possible, should exercise greater flexibility regarding payment plans and offers of repayment wherever possible, while discontinuing the practice of requiring immediate payment of a year's Council Tax immediately when arrears are encountered.	Ethical Debt Recovery Policy reviewed Resident Support Fund extended Options for working with credit unions explored Ongoing development of the Hub model	2021/22	Peter Gadsdon, Strategic Director, CDS	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	partner organisations who are able to provide advice and support. As lockdown arrangements are eased the council will be working with these partners to further develop the Hub offer with a range of advice and support partners providing a holistic service from the Hub spaces across the borough. • Ethical Debt Recovery Policy (amended) - agreed on 25 February 2021 following a review of debt collection processes.	Green
				Blue	We recommend that the council supports the future sustainability of food aid agencies in the borough including by further developing community garden schemes and working with food banks, mutual aid groups and residents' associations.	Continued support for the sustainability of Food Aid agencies in place.	2021/22	Shazia Hussain, ACE, Peter Gadsdon, Strategic Director CDS	Cllr McLennan, Deputy Leader and Lead Member for Resources Cllr Knight, Lead Member for Community Safety and Engagement	Within existing resources	During the Pandemic the council has strengthened relationships and referral routes between food aid agencies and Brent Hubs. In addition, Hubs have been able to provide emergency financial support for residents in food and fuel hardship. The council plans to embed and build on these arrangements going forward.	Green
				Purple	We commend the work being undertaken by Brent to work with its health partners in mitigating the impact of the current pandemic and recommend continuing partnership in tailoring localised health support to those areas most impacted.	<ul style="list-style-type: none"> <li>Establishing Brent Health Matters Clinical Service (BHMCS) to support patients with Long Term Health Conditions referred by GP practices.</li> <li>Recruiting Community Co-ordinators to mobilise a network of volunteer Community Champions across the borough to become trusted messengers.</li> <li>Procuring a VCS partner to recruit and manage a team of Health Educators to connect with harder to reach communities and link them to available NHS and community health services.</li> <li>Develop a co-produced Mental Health and Wellbeing strategy to create an improved range of support services.</li> <li>Launch a Community Grants Programme to support the implementation of community designed initiatives to tackle Health Inequalities.</li> <li>Establish a digital and community outreach communication strategy using digital media and promotion in targeted public locations to deliver key messages on vaccination and health inequalities.</li> </ul>	2021/22	Phil Porter, Strategic Director, CWB	Cllr Nerva Lead Member for Public Health, Culture & Leisure	Within existing resources	<ul style="list-style-type: none"> <li>Brent Health Matters Clinical Service has screened and assessed over 2600 patients referred in relation to Long Term Health Conditions.</li> <li>A team of 7 Community Co-ordinators have been recruited and have been allocated to specific localities across the Borough-over 30 Community Champions have been identified.</li> <li>A VCS partner, Brent Carers Centre has been procured and is mobilising to recruit up to 20 Health Educators drawn specifically from 5 Brent Connects areas.</li> <li>Mental Health and Wellbeing 'Community Connectors' are building community capacity to co-produce and deliver wellbeing support as part of the COVID-19 recovery strategy and have developed and distributed a wellbeing service awareness survey to the community.</li> <li>The Brent Health Matters Community Grant has received applications from community organisations and individuals which are currently in the process of approval and payment.</li> <li>A Health Inequalities communication campaign has delivered: webinars with community leaders; community forums; videos with Community Champions and faith leaders; lamppost banners and leaflets distributed door to door and at 5 targeted public outreach events.</li> </ul>	Green

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	<b>Resources and Public Realm Scrutiny Committee</b> 10 May 2021
	<b>Report from the Assistant Chief Executive</b>
<b>Scrutiny Recommendation Tracker</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	<b>Appendix 1 - Scrutiny Recommendation Tracker</b> May 2021
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Michael Carr Senior Policy and Scrutiny Officer Tel: 020 8937 2855 <a href="mailto:michael.carr@brent.gov.uk">michael.carr@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 The purpose of this report is to present the Scrutiny Recommendation Tracker table, which tracks the progress of recommendations made by the committee.

## 2.0 Recommendation

- 2.1 That the progress of the previous recommendations of the committee be noted.

## 3.0 Detail

- 3.1 In accordance with Part 4 of the Brent Council Constitution (Standing Orders of Committees) Brent Council scrutiny committees may make recommendations to the Full Council or the Cabinet with respect to any functions which are the responsibility of the executive or of any functions which are not the responsibility of the executive, or on matters which affect the borough or its inhabitants. The Community and Wellbeing Scrutiny Committee may also make recommendations to the relevant NHS bodies or relevant health service providers or Full Council.

- 3.2 Scrutiny committees may not make executive decisions and scrutiny recommendations therefore require consideration and decision by the appropriate decision maker; usually the Cabinet, but also full Council for policy and budgetary decisions and the NHS where it is the decision maker.
- 3.3 The Scrutiny Recommendation Tracker table attached at Appendix 1 provides a summary of scrutiny recommendations made during the municipal year, so that the scrutiny committee can track the progress of the recommendations made.
- 3.4 Scrutiny recommendations include through Scrutiny Task Groups and scrutiny reports agreed by the committee, as well as other scrutiny recommendations agreed in committee.
- 3.5 The Scrutiny Recommendation Tracker table includes each scrutiny recommendation made and the date it was made, (which will be as is recorded in the committee minutes), identification of the decision maker (e.g. Cabinet), the Executive Response (the actual Cabinet decision), which may be different from the scrutiny recommendation and which will be minuted in the Cabinet minutes, the date the Executive Response/decision was made and an implementation review date.
- 3.6 The Scrutiny Recommendation Tracker enables the scrutiny committee to track whether their recommendations have been agreed, what actually was agreed (if different) and ask about any outcomes arising from the scrutiny recommendations, for example, service improvements, value for money savings and outcomes for residents.
- 3.7 If the relevant respective executive decisions and actions have been implemented, they will not be referred over to the scrutiny recommendation tracker report for the next municipal year, but that any that have not been implemented may be referred to the scrutiny recommendation tracker for the next committee cycle.

#### **4.0 Procedure for Recommendations from Scrutiny Committees**

- 4.1 Where scrutiny committees make reports or recommendations to the Cabinet, as soon as this has been confirmed, these will be referred to the Cabinet requesting an Executive Response and the issue will be published on the Council's Forward Plan. This will instigate the preparation of a report to Cabinet and the necessary consideration of the response, the technical feasibility, financial implications, legal implications and equalities implications etc.
- 4.2 Where scrutiny committees make reports or recommendations to full Council (e.g. in the case of policy and budgetary decisions), the same process will be followed, with a report to Cabinet to agree its Executive Response, and thereafter, a report will be prepared for Council for consideration of the scrutiny report and recommendations along with the Cabinet's Response.
- 4.3 Where scrutiny committees have powers under their terms of reference to make reports or recommendations external decision makers (e.g. NHS bodies), where they do this, the relevant external decision maker shall be



notified in writing, providing them with a copy of the committee's report and recommendations, and requesting a response.

- 4.4 Once the Executive Response has been agreed, the scrutiny committee shall receive a report to receive the response and the committee may review implementation of the executive's decisions after such a period as these may reasonably be implemented (review date).

## **5.0 Financial Implications**

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

## **6.0 Legal Implications**

- 6.1 Section 9F, Part 2 of the Local Government Act 2000, *overview and scrutiny committees: functions*, requires that Executive Arrangements by a local authority must ensure that its overview and scrutiny committees have the power to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are or are not the responsibility of the executive, or on matters which affect the authority's area or the inhabitants of that area.
- 6.2 Section 9Fe, *duty of authority or executive to respond to overview and scrutiny committee*, requires that the authority or executive;-
- (a) consider the report or recommendations,
  - (b) respond to the overview and scrutiny committee indicating what (if any) action the authority, or the executive, proposes to take,
  - (c) if the overview and scrutiny committee has published the report or recommendations, publish the response, within two months beginning with the date on which the authority or executive received the report or recommendations.

## **7.0 Equality Implications**

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

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

- 8.1 None for the purposes of this report.

### **Report sign off:**


**Shazia Hussain –  
Assistant Chief Executive**

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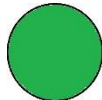
## Resources and Public Realm Scrutiny Committee Scrutiny Recommendation Tracker 2019-2020

(A key and explanatory note for this tracker table is provided at the end of this report).

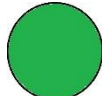
12 September 2019

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Knife Crime Scrutiny Task Group Report and recommendations	<p><a href="#">Knife Crime Scrutiny Task Group Report</a> and recommendations</p> <p>RESOLVED: The Resources and Public Realm Scrutiny Committee: agreed the report and recommendations of the Knife Crime Scrutiny Task Group and that the report now be referred to the Cabinet for consideration.</p>	<p><a href="#">Cabinet 14 October 2019</a></p> <p><b>Cabinet Decision/Response:</b></p> <p><b>Decision:</b> <b>RESOLVED: that the recommendations set out in the report of the Knife Crime Task Group be agreed.</b> (<a href="#">Cabinet 14 October 2019</a>)</p>	<p>Regeneration and Environment</p> <p>The Safer Brent Partnership</p> <p><i>Cabinet Member:</i> Cabinet Member for Community Safety and Engagement</p> <p><i>Strategic Director:</i> The Strategic Director Regeneration and Environment</p>	A report on the progress of the implementation of the agreed scrutiny recommendations will be considered by the committee on Monday 10 May 2021.	 10 May 2021

4 December 2019


Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Air Quality Scrutiny Report	<p>RESOLVED:</p> <ol style="list-style-type: none"> <li>1. That the Air Quality Scrutiny Report and recommendations be adopted and referred to the Cabinet for consideration.</li> <li>2. That the implementation of the report's recommendations agreed by the Cabinet be brought back to the Committee for review in 2020-2021.</li> </ol>	<p><b>Cabinet</b> <b>14 January 2020</b></p> <p><b>Cabinet Decision/Response:</b></p> <p><b><i>RESOLVED that Cabinet note the Air Quality Scrutiny Report and recommendations.</i></b> (Cabinet 14 January 2020)</p> <p><b>Cabinet</b> <b>20 April 2020</b></p> <p><b>Cabinet Decision/Response:</b></p> <p><b><i>Cabinet RESOLVED to approve the draft Executive Response to the Air Quality Scrutiny Report and recommendations of the Resources and Public Realm Scrutiny Committee.</i></b></p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Environment</p> <p><i>Strategic Director</i> The Strategic Director Regeneration and Environment</p>	<p>A report on the implementation of the Air Quality Scrutiny Report recommendations was considered by the committee on 14 April 2021.</p> <p><i>This has now been implemented.</i></p>	 14 April 2021



29 January 2020

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Budget Scrutiny Task Group Report	RESOLVED that the Budget Scrutiny Report and recommendations be adopted and referred to the Cabinet for consideration.	<p><b>Cabinet</b> <b>10 February 2020</b></p> <p><a href="#">Budget &amp; Council Tax 2020/21-2022/23</a> (Appendix D)</p> <p><b>Council 19 February 2020</b></p> <p><b>Cabinet Decision/Response:</b></p> <p><b><i>RESOLVED that Cabinet: To note the report from the Budget Scrutiny Panel in Appendix D of the report. In addition, Cabinet agreed at the meeting to recommend to Council that any overall underspend across the General Fund accrued at the end of March 2020 be ringfenced and bought forward as proposals for spending on the climate change emergency. (Cabinet 10 February 2020)</i></b></p> <p><b>Cabinet</b> <b>20 April 2020</b></p> <p><b>Cabinet Decision/Response:</b></p> <p><b><i>Cabinet RESOLVED to approve the draft Executive</i></b></p>	<p>Finance</p> <p><i>Cabinet Member:</i> Resources and Deputy Leader of the Council</p> <p><i>Strategic Director:</i> Director of Finance</p>	<p>A progress report on the implementation of the agreed Executive Response and decisions was brought to the scrutiny committee for review on 1 October 2020.</p> <p><i>This has now been implemented.</i></p>	 1 Oct 2020

		<p><b>Response to the Budget Task Group Scrutiny Report and recommendations of the Resources and Public Realm Scrutiny Committee. (Cabinet 20 April 2020)</b></p> <p><b>Council Decision:</b>  <b>AGREED (6) To note the report from the Budget Scrutiny Panel in Appendix D of the report and approve the recommendation from Cabinet that any overall underspend across the General Fund at the end of March 2020 is ring fenced and that proposals are brought forward for spending on the climate change emergency. (Council 19 February 2020)</b></p>			
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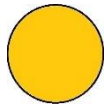
## 12 March 2020

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Brent Parks Strategy	That a new Brent Parks Strategy encompass the green and open spaces as a whole and include measurable targets, including bespoke targets for Brent, to facilitate the use of parks and open spaces by a diversity of different people in the community and to encourage sporting activities.	<p><b>Cabinet</b>  <b>17 August 2020</b></p> <p><b>Cabinet Decision/Response:</b></p> <p><b>Cabinet RESOLVED to approve the Executive Response to the recommendations made by the Resources &amp; Public Realm</b></p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i>  Cabinet Member for Environment</p> <p><i>Strategic Director</i>  The Strategic Director</p>	The strategy is still in development but will include targets based on the recommendations made. Given the current demand on the Parks Service during the pandemic, a completed strategy is proposed towards the end of summer 2021.	 March 2021.


		<p><b>Scrutiny Committee on 12 March 2020 relating to the Council's Parks Strategy.</b></p> <p><b>Decision:</b> <b>AGREED.</b></p>	Regeneration and Environment		
Brent Parks Strategy	To improve the data on people using the park, which could be used to inform the strategy.	<p><b>Cabinet</b> <b>17 August 2020</b></p> <p><b>Cabinet Decision/Response:</b></p> <p><b>Decision:</b> <b>AGREED.</b></p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Environment</p> <p><i>Strategic Director</i> The Strategic Director Regeneration and Environment</p>	The Parks Service will work with Brent Parks Forum and Friends of Groups as well as Parks for London to understand how this data can be obtained. Details will be included in the strategy to be produced later in 2021.	 March 2021.
Brent Parks Strategy	That provision be made within the strategy and management of parks to allow for barbeques in designated areas, perhaps with the requirement of a permit and perhaps after a trial period to test out how this might work.	<p><b>Cabinet</b> <b>17 August 2020</b></p> <p><b>Cabinet Decision/Response:</b></p> <p><b>Decision:</b> <b>AGREED.</b></p> <p><b>Cabinet noted that consideration of the provision to allow use of BBQs in designated areas would require further review, in terms of the options available to manage any change as part of the ongoing development of the strategy, on which the Scrutiny Committee would continue to be kept updated.</b></p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Environment</p> <p><i>Strategic Director</i> The Strategic Director Regeneration and Environment</p>	Given the increased pressures on the Parks during the pandemic, work on this recommendation has not yet been undertaken. We will seek to understand the position on BBQ's from other London Boroughs who have designated areas to see whether they reduce the number of unauthorised BBQ's which cause damage to parks land and increased demand on the services of the fire brigade. This review will be undertaken by the end of the summer of 2021.	 March 2021.

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


14 July 2020

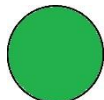
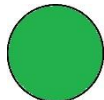
Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
The Public Realm	That the new parking strategy ensure that it is always cheaper to park a bike than park a car in Brent, and ensure that the cheapest resident parking permit is more expensive than using a bike hangar.	<p><b>Cabinet</b> <b>12 October 2020</b></p> <p><b>Cabinet Decision/Response:</b> <b>Cabinet RESOLVED to approve the Executive Response.</b></p> <p><b>Decision:</b> <b>AGREED.</b></p> <p><b>Cabinet Decision:</b> <b>That consideration be given to raising the lowest parking permit price to the equivalent of the starting price for using a cycle hanger.</b></p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Environment and Cabinet Member for Regeneration, Property &amp; Planning</p> <p><i>Strategic Director:</i> The Strategic Director Regeneration and Environment</p>	<p>The department will look to raise the lowest parking permit price to the equivalent of the starting price for using a cycle hanger, i.e. from the current £25 to £36.</p> <p>The Council uses two suppliers for the provision and management of Cycle Hangars in the borough, residents pay £36 for 3 years (subsidised) rising to £72 per annum for a space. This charge includes administration and also cleaning and maintenance of the hangar. The lowest resident annual permit is £25 per year, this is to encourage ownership of greener vehicles in the borough. We have no plans for changes to the emission based permit charges at present, but this can be considered when reviewed in the future.</p> <p>We have secured £300k of S106 developer funding for the expansion of the boroughs cycle</p>	 March 2021.

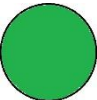
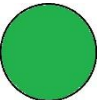


				<p>hangar network over the next 2 years. Officers have been exploring the options to reduce the cost of a bike hangar space following the 3 year subsidy and have contacted our current suppliers to see if they have the scope to manage this on our behalf and reduce the annual charge residents would have to pay, or whether this can be managed in-house. The team have been focussing on the introduction of school streets in response to the Covid-19 pandemic, but will further explore options in the Spring / Summer. If the option is for a supplier to manage cycle hangar requests, this will require procurement / contract arrangements.</p> <p>This will not be progressed during the current pandemic restrictions, with the target start date for consultation on this proposal no earlier than June 2022.</p>	
The Public Realm	That 20mph be adopted as the default speed on Brent roads, subject to an environmental audit, and that a timetable be drawn up for the introduction of a 20mph speed limit across the borough.	<p><b>Cabinet</b> <b>12 October 2020</b></p> <p><b><i>Cabinet Decision:</i></b> <b>That consideration be given to introducing 20mph as the default speed on Brent</b></p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Environment and Cabinet Member</p>	<p>A large percentage of the borough is already 20mph and new safety schemes introduce 20mph speed limits when introduced. Further consideration to a borough wide approach will be given in 2021, but with limited funding available</p>	 March 2021.



		roads to an extent that reasonably accounts for the feasibility, the cost, the value, the actual impact on traffic and speeding at any given location, and the capacity of the department to deliver this policy at this time.	for Regeneration, Property & Planning  <i>Strategic Director:</i> The Strategic Director Regeneration and Environment	it may not be cost effective at this time.	
The Public Realm	That unspent balances in the capital budget be reinvested in active travel.	<p><b>Cabinet 12 October 2020</b></p> <p><b>Cabinet Decision/Response:</b> <i>This recommendation was rejected.</i></p> <p><b>Reason:</b> <i>it is not envisaged that there will be any unspent capital budgets available.</i></p> <p><b>Response:</b> <i>It is not clear what capital budgets are being referred to. Local Implementation Plan funding has been frozen. Brent funded capital is for maintenance only and Section 106 funding is usually scheme specific although we can seek to prioritise.</i></p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i> Cabinet Member for Environment and Cabinet Member for Regeneration, Property &amp; Planning</p> <p><i>Strategic Director:</i> The Strategic Director Regeneration and Environment</p>	A review of the LTTS is currently underway. A draft plan is scheduled to be taken to Cabinet in Summer 2021 for approval to undertake consultation in Autumn 2021, with the final, revised plan set to be published in early 2022.	N/A
The Public Realm	That any future transport strategies and plans include clear measurements and modelling for active transport and the impact on air quality.	<p><b>Cabinet 12 October 2020</b></p> <p><b>Cabinet Decision:</b></p>	<p>Regeneration and Environment</p> <p><i>Cabinet Member:</i></p>	A review of the LTTS is currently underway. A draft plan is scheduled to be taken to Cabinet in Summer 2021 for approval to undertake	

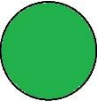
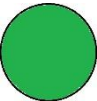
		<b><i>That consideration be given, when reviewing and updating the Long Term Transport Strategy or drafting any new strategies for future transport strategies and plans, to include clear measurements and modelling for active transport and the impact on air quality.</i></b>	Cabinet Member for Environment and Cabinet Member for Regeneration, Property & Planning  <i>Strategic Director:</i> The Strategic Director Regeneration and Environment	consultation in Autumn 2021, with the final, revised plan set to be published in early 2022.	 March 2021.
The Public Realm	That low traffic streets be rebranded in a way that is clearer for the public, for example 'Healthy Streets' or 'Peaceful Streets'.	<b>Cabinet 12 October 2020</b>  <b><i>Cabinet Decision:</i></b> <b><i>That the Council's low traffic streets policy be branded 'Healthy Neighbourhoods'.</i></b>	Regeneration and Environment  <i>Cabinet Member:</i> Cabinet Member for Environment and for Regeneration, Property & Planning  <i>Strategic Director:</i> The Strategic Director Regeneration and Environment	This has been branded 'Healthy Neighbourhoods'.  <i>This has been completed.</i>	 March 2021.
The Brent Economy	That the Cabinet Member for Regeneration work with the West London Prosperity Board to set up a jobs summit with large local employers (regardless of sector) to look at ways the public and private sectors can work together to support local employment.	<b>Cabinet</b>  <b><i>Cabinet Decision/Response:</i></b> <b><i>Cabinet RESOLVED to approve the Executive Response.</i></b>  <b><i>Decision:</i></b> <b><i>AGREED.</i></b>	Regeneration and Environment  <i>Cabinet Member:</i> Cabinet Member for Regeneration, Property & Planning	A Skills Summit was held in Feb 2021 involving large local employers; over 100 people attended.  <i>This has been completed.</i>	 March 2021.

			<i>Strategic Director:</i> The Strategic Director Regeneration and Environment		
Social Welfare in Brent	That the COVID-19 Interest Free Loans Eligibility Criteria to include debt as part of the criteria.	<b>Cabinet</b> <b>20 July 2020</b>  <b>Cabinet Decision/Response:</b>  <b>Cabinet RESOLVED:</b>  <b>To support and approve the following recommendations made by the Resources &amp; Public Realm Scrutiny Committee being taken forward as part of the development and implementation of the new support funds:</b>  <b>(a) That the Covid-19 Interest Free Loans eligibility criteria be extended to include debt;</b>	Customer and Digital Services <i>Cabinet Member:</i> Cabinet Member for Housing and Welfare Reform  <i>Strategic Director:</i> Strategic Director Customer and Digital Services	<i>This has been completed.</i>	 July 2021
Social Welfare in Brent	That the department organise a member development session to brief elected members of the Council on the new support funds and when it may be appropriate to refer people to them.	<b>Cabinet</b> <b>20 July 2020</b>  <b>Cabinet Decision/Response:</b>  <b>Cabinet RESOLVED:</b>  <b>(b) A member development session be arranged on the new support funds and their referral process;</b>	Customer and Digital Services  <i>Cabinet Member:</i> Cllr Eleanor Southwood - Cabinet Member for Housing and Welfare Reform  <i>Strategic Director:</i>	A member development session is being arranged on the new support funds and their referral process.	 July 2021

			Strategic Director Customer and Digital Services		
Social Welfare in Brent	That the department use the information it has available on vulnerable local people to proactively contact them to advise of the support on offer, and accompany this with a media campaign through social media and traditional media.	<b>Cabinet 20 July 2020</b>  <b>Cabinet Decision/Response:</b>  <b>Cabinet RESOLVED:</b>  <b>(c) The Strategic Director, Customer &amp; Digital Services be requested to consider how best to proactively use data already available to offer advice and support for vulnerable local people;</b>	Customer and Digital Services  <i>Cabinet Member:</i> Cllr Eleanor Southwood - Cabinet Member for Housing and Welfare Reform  <i>Strategic Director:</i> Strategic Director Customer and Digital Services	This is being implemented.	 July 2021
Social Welfare in Brent	That the department conduct a review of its debt collection processes in the light of the COVID-19 crisis, to ensure that the circumstances of vulnerable people adversely affected by the epidemic will be taken into account.	<b>Cabinet 20 July 2020</b>  <b>Cabinet Decision/Response:</b>  <b>Cabinet RESOLVED:</b>  <b>(d) The Strategic Director, Customer &amp; Digital Services be requested to undertake a review of debt collection processes in light of Covid-19 to ensure that the circumstances of vulnerable people adversely affected by the pandemic were fully taken into account.</b>	Customer and Digital Services  <i>Cabinet Member:</i> Cllr Margaret McLennan – deputy Leader and Cabinet Member for Resources  <i>Strategic Director:</i> Strategic Director Customer and Digital Services	This is being implemented.	 July 2021

1 October 2020

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Brent Council Procurement Strategy	That the Council policy on Modern Slavery be published on the Council website.	<b>Cabinet 12 October 2020</b>  <b>Cabinet Decision/Response:</b> Having noted the intention to incorporate the recommendations made by the Resources & Public Realm Scrutiny Committee when considering the strategy at their meeting on 1 October 2020, Cabinet RESOLVED to approve the Procurement Strategy 2020-2023 as set out in Appendix A of the report to Cabinet 12 October 2020.	Customer and Digital Services  <i>Cabinet Member:</i> Cllr Margaret McLennan The Deputy Leader and Cabinet Member for Resources  <i>Strategic Director:</i> The Strategic Director of Customer and Digital Services	The Strategy and Partnerships Team are leading this work and will publish on the website when completed.  There is a modern slavery element in all relevant strategies, and we plan to publish a modern slavery statement  <i>This has been completed.</i>	 April 2021.
Brent Council Procurement Strategy	That the Brent Council Procurement Strategy include how fair trade is to be delivered.	<b>Cabinet 12 October 2020</b>  <b>Cabinet Decision/Response:</b> Having noted the intention to incorporate the recommendations made by the Resources & Public Realm Scrutiny Committee when considering the strategy at their meeting on 1 October 2020, Cabinet RESOLVED to approve the Procurement	Customer and Digital Services  <i>Cabinet Member:</i> Cllr Margaret McLennan The Deputy Leader and Cabinet Member for Resources  <i>Strategic Director:</i>	The Procurement Strategy under the Sustainability Pillar can add the additional KPIs to support the recommendation. <ul style="list-style-type: none"> <li>• Report on the number of suppliers who have signed up to the Fairtrade Mark.</li> <li>• Work with the whole supplier base to encourage an increase in the understanding Fairtrade principles and encourage sign up to the Fairtrade</li> </ul>	 April 2021.

		<b>Strategy 2020-2023 as set out in Appendix A of the report to Cabinet 12 October 2020.</b>	The Strategic Director of Customer and Digital Services	The Procurement Sustainability policy was published April 2020. It includes various KPI's and measures including number of suppliers signed up to the Fairtrade mark.  <i>This has been completed.</i>	
Brent Council Procurement Strategy	To consider how Council contracts may be made available to smaller company providers.	<b>Cabinet 12 October 2020</b>  <b>Cabinet Decision/Response:</b> Having noted the intention to incorporate the recommendations made by the Resources & Public Realm Scrutiny Committee when considering the strategy at their meeting on 1 October 2020, Cabinet RESOLVED to approve the Procurement Strategy 2020-2023 as set out in Appendix A of the report to Cabinet 12 October 2020.	Customer and Digital Services  <i>Cabinet Member:</i> Cllr Margaret McLennan The Deputy Leader and Cabinet Member for Resources  <i>Strategic Director:</i> The Strategic Director of Customer and Digital Services	The Active Procurement and Community Wealth building pillars of the strategy, in particular, are relevant to this recommendation. For example there is a requirement on Service Areas, in the Active Procurement pillar, to review each major contract at least 18 months before it is due to expire. This includes, amongst other things, consideration of whether having smaller more local suppliers would be a viable option. The Community Wealth building pillar is all about keeping the Brent pound in the Brent economy.  The processes are in place and beginning to be implemented.  <i>This has been completed.</i>	 April 2021.
Violence Against Women Scrutiny report	That the Violence Against Women Scrutiny report and recommendations be adopted and referred to Cabinet for consideration.	<b>Cabinet 7 December 2020</b>  <b>Cabinet RESOLVED to approve the Executive Response to the recommendations made by the Violence against Women</b>	Regeneration and Environment  The Safer Brent Partnership  <i>Cabinet Member:</i>	The scrutiny report and the Cabinet's Executive Response was considered the Safer Brent Partnership on the 26 <sup>th</sup> January 2021.  A report on the progress of the implementation of the agreed	 December 2021.

		<b>and Girls Scrutiny Task Group, as detailed within Appendix 1 of the report.</b> <a href="http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=455&amp;MId=6090&amp;Ver=4">http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=455&amp;MId=6090&amp;Ver=4</a>	Cabinet Member for Community Safety and Engagement  <i>Strategic Director:</i> The Strategic Director Regeneration and Environment	scrutiny recommendations should be considered by the committee in December 2021.	
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### Notes

This is a table to track the progress of scrutiny recommendations made by one of the formal scrutiny committees at Brent Council, with details provided by the relevant lead departments. It is a standing item on the Committee's agendas, so that the Committee can keep track of the recommendations it has made, the decisions made, implementation status and provoke consideration of outcomes that have for residents, the Council and its statutory partners.

The tracker lists the recommendations made by the committee throughout a municipal year and any recommendations still not fully implemented from previous years since June 2019.

The tracker documents the scrutiny recommendations made, the dates when they were made, the decision maker who can make each decision in respect of the recommendations, the date the decision was made and the actual decision taken. The executive decision taken may be the same as the scrutiny recommendation (e.g. the recommendation was "agreed") or it may be a different decision, which should be clarified here. The tracker also asks if the respective executive decisions have been implemented and this should be updated accordingly throughout the year.

Scrutiny Task Group report recommendations should be included here but referenced collectively (e.g. the name of the scrutiny inquiry and date of the agreement of the scrutiny report and recommendations by the scrutiny committee, along with the respective dates when the decision maker(s) considered and responded to the report and recommendations. The Committee should generally review the implementation of scrutiny task group report recommendations separately with stand-alone agenda items at relevant junctures – e.g. the Executive Response to a scrutiny report and after six months or a year, or upon expected implementation of the agreed recommendation of report. The "Expected Implementation Date" should provide an indication of a suitable time for review.



**Key:**

**Date of scrutiny committee meeting** - For each table, the date of scrutiny committee meeting when the recommendation was made is provided in the subtitle header.

**Subject** – this is the item title on the committee’s agenda; the subject being considered.

**Scrutiny Recommendation** – This is the text of the scrutiny recommendation as it appears on the minutes – **in bold**.

**Decision Maker** – the decision maker for the recommendation, (**in bold**), eg the Cabinet (for Council executive decisions), full Council (for Council policy and budgetary decisions), or an NHS executive body for recommendations to the NHS. In brackets, (date), the date on which the Executive Response was made.

**Executive Response** – The response of the decision maker (eg Cabinet decision) for the recommendation. This should be the executive decision as recorded in the minutes. The Executive Response should provide details of what, if anything, the executive will do in response to the scrutiny recommendation. Ideally, the Executive Response will include a decision to either agree/reject/or amend the scrutiny recommendation and where the scrutiny recommendation is rejected, provide an explanation of why. In brackets, provide the date of Cabinet/executive meeting that considered the scrutiny recommendation and made the decision.

**Department** – the Council directorate (and/or external agencies) that are responsible for implementation of the agreed executive decision/response. Also provided, for reference only, the relevant Cabinet Member and strategic director.

**Implementation Status** – This is the progress of any implementation of the agreed Executive Response against key milestones. This may cross reference to any specific actions and deadlines that may be provided in the Executive Response. This should be as specific and quantifiable as possible. This should also provide, as far as possible, any evidenced outcomes or improvements resulting from implementation.

**Review Date and Status** - This is the expected date when the agreed Executive Response should be fully implemented and when the scrutiny committee may usefully review the implementation and any evidenced outcomes (eg service improvements). (Note: this is the implementation of the agreed Executive Response, which may not be the same as the scrutiny recommendation).

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# **LONDON BOROUGH OF BRENT**

## **FORWARD PLAN OF KEY DECISIONS**

### **for the period 23 April 2021 onwards**

The Forward Plan is a list of forthcoming decisions and provides at least **28 days'** notice of the following:

- all decisions to be taken by the Cabinet and Cabinet Committees; and
- key decisions taken by Council Officers and the West London Economic Prosperity Board.

A key decision is defined by regulations as a decision which relates to an executive function and which is likely:

- a. to result in the local authority incurring expenditure / making of savings of £500,000 or more.
- b. to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

All decisions taken by the Cabinet and Cabinet Committees and key decisions taken by Council Officers can be called-in by Councillors before they are implemented. If a decision is called-in, a Scrutiny Committee made up of non-Cabinet Members will meet to consider the decision within 15 working days of the decision being made. The original decision-maker will then take into account the recommendations of this Scrutiny Committee before choosing to either implement or change the decision. The exact date when the recommendations of the Scrutiny Committee are to be re-considered by the Cabinet, Cabinet Committee or Officer (as the case may be) can be obtained from Governance Services.

Members of the public are entitled to see the reports that will be relied on when a decision is taken unless they contain confidential or exempt information under the Local Government Act 1972. Reports will be published on the Council's website at least five clear working days before the date the decision is due to be taken. Paper copies can also be obtained from Governance Services, Brent Civic Centre, Engineers Way, Wembley, Middlesex, HA9 0FJ, telephone 020 8937 2063/1355 or via e-mail to [committee@brent.gov.uk](mailto:committee@brent.gov.uk).

Should you wish to make representations regarding any matter listed or want to request that an exempt report should be considered in public, please email Governance Services at [committee@brent.gov.uk](mailto:committee@brent.gov.uk) or telephone 020 8937 2063/1355 at least one week before the decision is to be taken. Your representations and the Council's response will be published on the Council's website at least 5 working days before the Cabinet/ Cabinet Committee meeting or date of the scheduled Officer decision.

The current membership of the Cabinet is as follows:

[Cllr Butt](#) (Leader)

[Cllr McLennan](#) (Deputy Leader, Resources)

[Cllr Nerva](#) (Public Health, Culture & Leisure)

[Cllr Farah](#) (Adult Social Care)

[Cllr Southwood](#) (Housing and Welfare Reform)

[Cllr Tatler](#) (Regeneration, Property & Planning)

[Cllr M Patel](#) (Children's Safeguarding, Early Help and Social Care)

[Cllr Krupa Sheth](#) (Environment)

[Cllr Stephens](#) (Schools, Employment & Skills)

[Cllr Knight](#) (Community Safety & Engagement)

**Publication Date: Published on 23 April 2021**

email: [committee@brent.gov.uk](mailto:committee@brent.gov.uk)  
Tel: 020 8937 2063/1355

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<b>April 2021</b>					
<b>Daily Visitor Parking Charges and Permit Refunds</b> To proceed to publication and notification on the amendment of the relevant Traffic Management Orders to formally link and align daily visitor permit prices to bus fares and increase the maximum refund value for all parking permits.  <b>KEY</b> Report: <b>Open</b>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	Not before 9 April 2021	Parking Policy Manager Tel: 020 8937 5105 anthony.vartanian@brent.gov.uk
<b>Extension of the Independent Advice and Guidance Contract</b> This is to request permission to extend the independent Advice and Guidance contract for a period of up to a year to enable a commissioning process to be undertaken. This is part of a planned commissioning programme affecting four key contracts within the Strategy and Partnerships Service  <b>KEY</b> Report: <b>Part exempt</b>	Lead Member for Community Safety & Engagement	Strategic Director - Customer and Digital Services	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	Not before 3 Apr 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<b>Authority to Award - Voluntary and Community Sector Infrastructure Support contract</b> To award the tender to the successful provider after a competitive tender process  <b>KEY</b>  Report: <b>Part exempt</b>	Assistant Chief Executive	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	Before 30 Apr 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk
<b>Authority to Award – Independent Health &amp; Complaints Advocacy Service</b> To award the tender to the successful provider after a competitive tender process  <b>KEY</b>  Report: <b>Part exempt</b>	Assistant Chief Executive	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	Before 30 Apr 2021	Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p><b>Award of Contract for Architecturally-led Multidisciplinary Design Team for the Phase 1 site, St Raphael's, London Borough of Brent</b></p> <p>The Council have been out to tender for a multi-disciplinary design team to carry out the design of the Phase 1 site on St Raphael's. The tender process has now been completed and we wish to award the tender to the successful provider.</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	Strategic Director - Regeneration and Environment	Operational Director - Housing	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	30 Apr 2021	Senior Project Manager, St Raphael's, Housing Partnerships kathryn.eames@brent.gov.uk
<p><b>Authority to Award Contract to Deliver a Rapid Assessment Hub and a Housing First Service for Rough Sleepers Funded by the Rough Sleeper Initiative Grant</b></p> <p>Approval to Award a Contract to Deliver a Rapid Assessment Hub and a Housing First Service for Rough Sleepers Funded by the Rough Sleeper Initiative Grant</p> <p><b>KEY</b></p> <p>Report: <b>Fully exempt</b></p>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	Not before 3 Apr 2021	Head of Housing Needs Tel: 020 8937 2788 laurence.coaker@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p><b>Authority to Award Contract for Emergency Temporary Accommodation for Homeless Households</b></p> <p>Approval to award a contract for emergency temporary accommodation for homeless households</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	Not before 3 Apr 2021	Head of Housing Needs Tel: 020 8937 2788 laurence.coaker@brent.gov.uk
<p><b>To extend the contract for 0-19 Public Health Contract (Health Visiting and School Nursing Services)</b></p> <p>To extend the contract for 0-19 Public Health Contract (Health Visiting and School Nursing Services) until the 31st March 2022.</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Public Health, Culture and Leisure (Councillor Neil Nerva)	Not before 12 Apr 2021	Consultant – Children and Health Protection Marie.McLoughlin@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<b>Parking and Traffic Related Debt: Enforcement Agents Contracts Extension</b> Request authority to extend the contracts for 2 years to 30th June 2023.  <b>KEY</b>  Report: <b>Open</b>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	26 Apr 2021	Head of Parking and Lighting Tel: 020 8937 2979 gavin.f.moore@brent.gov.uk
<b>Authority to procure and to award a Framework Agreement for Disabled facilities and installation and repair works in Council-owned residential properties</b> No request authority to procure and award a framework agreement for Disabled facilities installation and repair works in Council-owned residential properties.  <b>KEY</b>  Report: <b>Part exempt</b>	Operational Director - Housing	Operational Director - Housing	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	Not before 6 Apr 2021	Contracts Manager, Private Housing Services Tel: 020 8937 2997 Neil.Edwards@brent.gov.uk



Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<b>i4B SLA with Brent Council</b> Agreement to enter into a service level agreement with i4B for the provision of corporate and landlord services to the company.  <b>KEY</b>  Report: <b>Part exempt</b>	Director of Finance	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	7 Apr 2021	Head of Transformation Tel: 020 8937 1507 sadie.east@brent.gov.uk
<b>FWH SLA with Brent Council</b> Agreement to enter into a service level agreement with FWH for the provision of corporate and landlord services to the company.  <b>KEY</b>  Report: <b>Part exempt</b>	Director of Finance	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	7 Apr 2021	Head of Transformation Tel: 020 8937 1507 sadie.east@brent.gov.uk
<b>Family Wellbeing Centre Support Services Authority to tender</b> Authority to tender Family Wellbeing Centre support services.  <b>KEY</b>  Report: <b>Open</b>	Strategic Director - Children and Young People	Strategic Director - Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	Not before 12 Apr 2021	Head of Early Years and Family Support Tel: 020 8937 2710 sue.gates@brent.gov.uk Operations Manager Tel: 020 8937 3295 Simon.Topping@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p><b>Award of 6 Supported Living Services</b>  The Council have tendered for the following 6 Supported Living services across the borough  2 x Learning Disability  2x PMLD  1x Mental Health  1x Dual Diagnostic  As the tender process will have been completed the Council wish to Award the contracts to the successful providers.</p> <p>Page 84  KEY  Report: <b>Part exempt</b></p>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	25 Apr 2021	Interim Commissioning Manager Tel: 020 8937 4162 Lorraine.Regan@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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May 2021					
<p><b>Award of a contract for Microsoft Licensing for the London Borough of Southwark, and termination of existing contract.</b> To terminate the existing contract for Microsoft Licensing for the London Borough of Southwark, and award a new contract for the licensing.</p> <p><b>KEY</b> Report: <b>Open</b></p>	Cabinet	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	10 May 2021	Senior Category Manager, Procurement Tel: 0208 937 1733 philippa.brewin@brent.gov.uk
<p><b>Recommendations from Scrutiny Committees</b> To consider any recommendations from Scrutiny Committees.</p> <p><b>Non-Key Decision</b> Report: <b>Open</b></p>	Cabinet	Assistant Chief Executive	Deputy Leader (Councillor Margaret McLennan)	10 May 2021	Senior Policy and Scrutiny Officer Tel: 020 8937 2855 michael.carr@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p><b>Preferred Commissioning Strategy for the Redefining Local Services Programme</b> To agree for the Preferred Strategy to be issued for statutory consultation with representatives of persons identified under Section 3 LGA 1999.</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	10 May 2021	Head of Environmental Strategy & Commissioning Tel: 020 8937 5323 oliver.myers@brent.gov.uk
<p><b>Authority to Award the Design &amp; Build Contract for the new dining hall build at Oliver Goldsmith Primary School</b> To request approval to award a contract for the design and build of the new dining hall at Oliver Goldsmith Primary School as per Contract Standing Order 88.</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Schools, Employment & Skills (Councillor Thomas Stephens)	10 May 2021	Head of Capital Programmes – Schools Neil.Martin@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p><b>Authority to Tender for a contractor for Watling Gardens</b> To request authority to go out to tender for a contractor.</p> <p><b>KEY</b> Report: <b>Part exempt</b></p>	Operational Director - Housing	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	Not before 10 May 2021	Development Manager Akin.adenubi@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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<b>Draft Brent Local Plan Examination: Proposed Modifications to the Local Plan and other Actions</b> To approve for consultation proposed modifications to the submitted draft Brent Local Plan. To approve the Brent Local Development Scheme. To approve the Brent Statement of Community Involvement. <b>KEY</b> Report: <b>Open</b>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	14 May 2021	Planning, Policy and Projects Tel: 020 8937 6710 paul.lewin@brent.gov.uk
<b>Authority to Award the contract for electrical works at Oliver Goldsmith, Roe Green Infant and Junior and Wykeham Primary Schools</b> To request approval to award a contract for electrical works at Oliver Goldsmith, Roe Green Infant and Junior and Wykeham Primary Schools as per Contract Standing Order 88. <b>KEY</b> Report: <b>Open</b>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Schools, Employment & Skills (Councillor Thomas Stephens)	18 May 2021	Head of Capital Programmes – Schools Tel: 020 8937 4203 Neil.Martin@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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<p><b>Authority to Award the contract for boiler replacement projects at Northview Primary School and Salusbury Primary School</b></p> <p>To request approval to award a contract for boiler replacement projects at Northview Primary School and Salusbury Primary School as per Contract Standing Order 88.</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Schools, Employment & Skills (Councillor Thomas Stephens)	18 May 2021	Head of Capital Programmes – Schools Tel: 020 8937 4203 Neil.Martin@brent.gov.uk
<p><b>Authority to award Conditional Grants to Academies for Choice and Fair Access provisions for new arrivals in Years 10 and 11 for 2021/22</b></p> <p>Approval to award Conditional Grants to Academies for Choice and Fair Access provisions for new arrivals in Years 10 and 11 for 2021/22.</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	Strategic Director – Children and Young People	Operational Director – Safeguarding, Partnerships and Strategy	Lead Member for Schools, Employment & Skills (Councillor Thomas Stephens)	Not before 24 May 2021	Head of Forward Planning, Performance and Partnerships shirley.parks@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<b>Authority to Extend the Current Block Contract for Provision of Semi-independent Living for Looked After Children aged 16+ and Care Leavers aged 18+</b>  Approval to extend the current Block Contract with CentrePoint for provision of Semi-independent Living for Looked After Children aged 16+ and Care Leavers aged 18+.	Strategic Director – Children and Young People	Operational Director – Safeguarding, Partnerships and Strategy	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	Not before 24 May 2021	Head of Forward Planning, Performance and Partnerships shirley.parks@brent.gov.uk
<div> <div>06 Jun 2021</div> <div> <div>KEY</div> <div>Report: <b>Open</b></div> </div> </div> <div>June 2021</div>					
<b>Housing repairs and maintenance authority to go out to tender</b> To request authority for Housing to go out to tender for housing maintenance services.	Operational Director - Housing	Strategic Director - Customer and Digital Services	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	1 Jun 2021	Category Manager, Procurement Tel: 020 8937 2678 Andrew.Stirland1@brent.gov.uk
<div>KEY</div> <div>Report: <b>Part exempt</b></div>					



Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p><b>New Council Homes Programme – Appoint Contractor for Infill Sites (Aneurin Bevan Court and Sycamore Grove)</b>            Authority to appoint a contractor for building 10 new homes across the following sites:</p> <ul style="list-style-type: none"> <li>• Aneurin Bevan Court</li> <li>• Sycamore Grove</li> </ul> <p><b>KEY</b>            Report: <b>Part exempt</b></p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	1 Jun 2021	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk
<p><b>New Council Homes Programme – Appoint Contractor for Infill Sites (Pharamond and Longley Avenue)</b>            Authority to appoint a contractor for building 11 new homes across the following sites:</p> <ul style="list-style-type: none"> <li>• Longley Avenue</li> <li>• Pharamond</li> </ul> <p><b>KEY</b>            Report: <b>Part exempt</b></p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	1 Jun 2021	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk

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