

Safer Brent Partnership

Annual Report 2015

Introduction

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

What is the Safer Brent Partnership?

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

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

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

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

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

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

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

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

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

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

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

Attendance of statutory partners at Safer Brent Partnership meetings in 2015

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

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

Priorities 2014-17

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

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

The work of the partnership adheres to the HIPE model:

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

The strategy set six priorities:

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

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

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

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

- Dismantling criminal networks
- Tackling violent crime

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

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

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

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

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

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

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

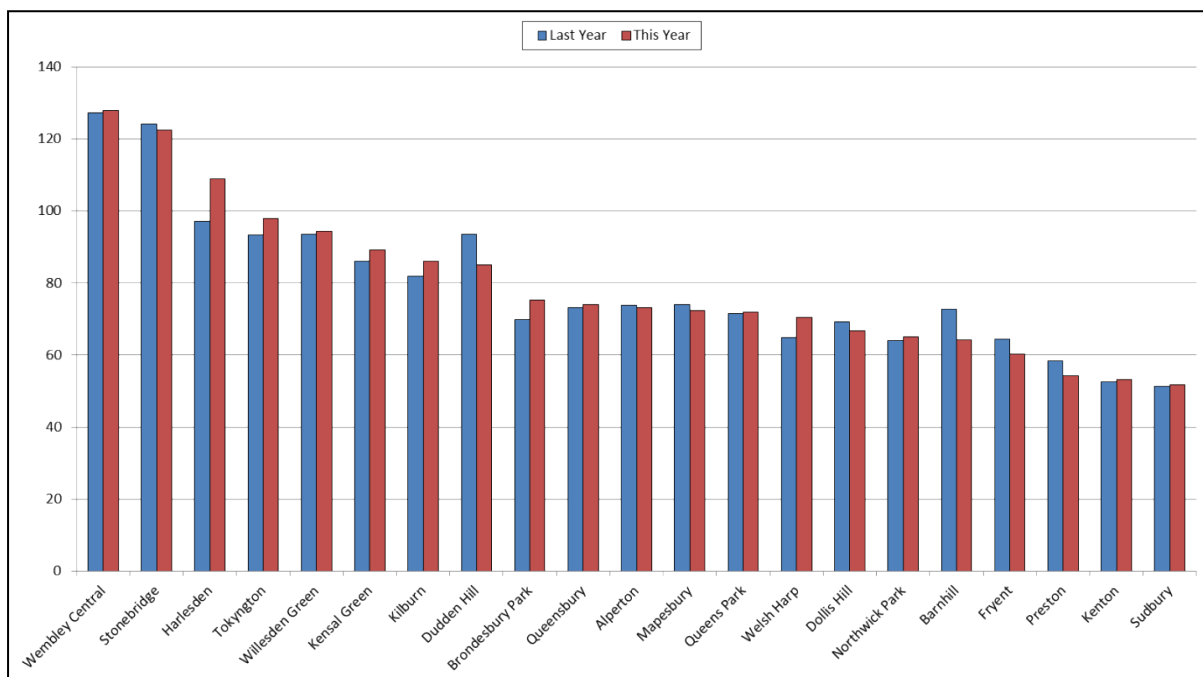
- Understanding the scope of the issue in Brent
- Working together to disrupt perpetrators
- Identifying those at risk and safeguarding them

Performance 2015

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

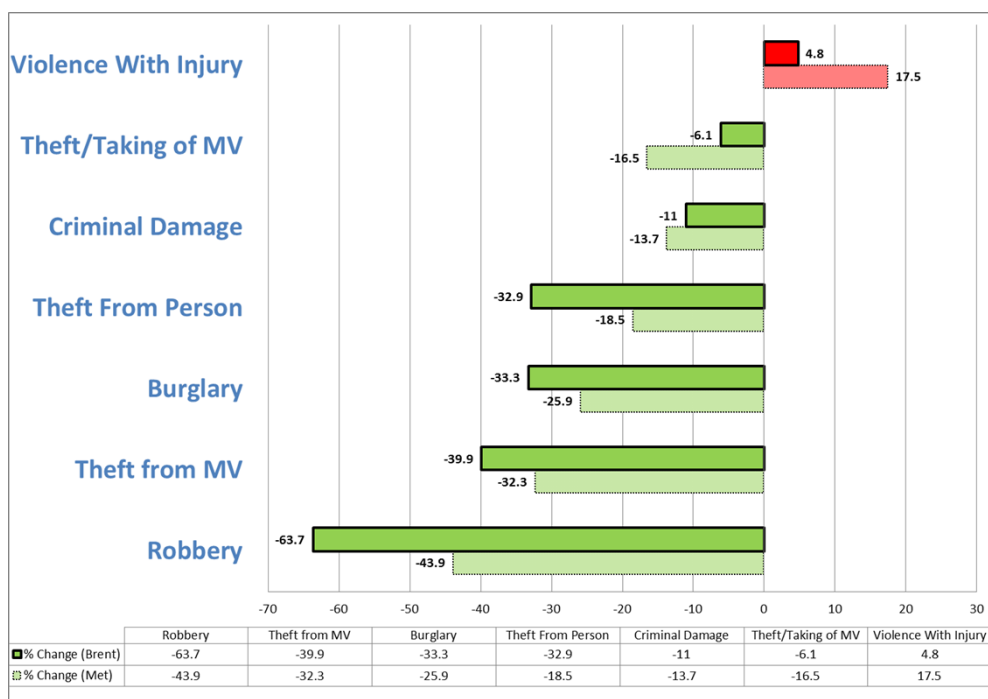
What will we do?	How will we measure it?	How are we progressing?
We will aim to be in the lowest third of our Most Similar Group cluster for the overall crime rate	Total Notifiable Offences per 1000 population, as per Home Office approved statistics	We are currently in the bottom (lowest) third of our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

Total Notifiable Offences recorded by Brent Police by ward



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

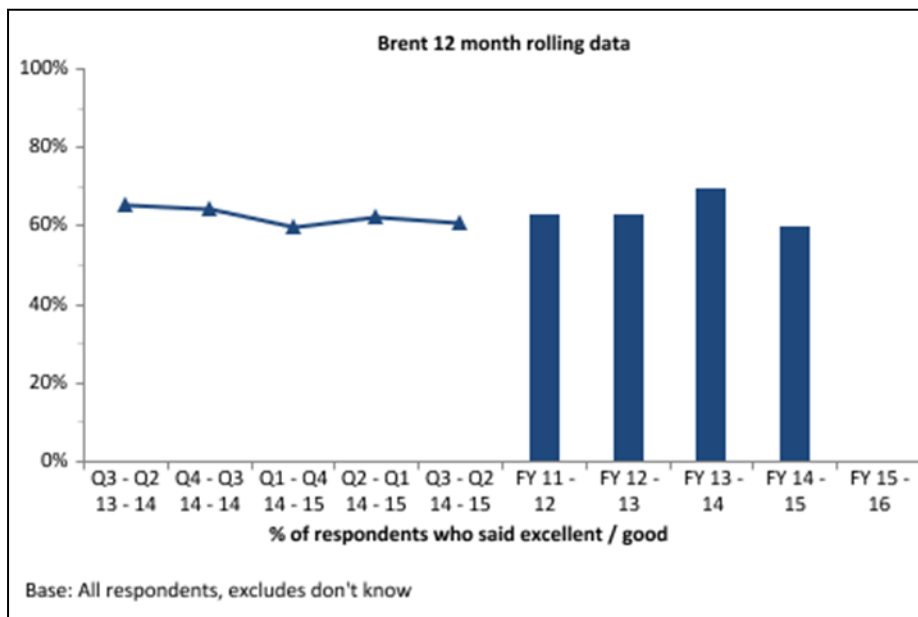
Brent/Met MOPAC 7 comparison – current % change (21/10/2015) since financial year 11/12



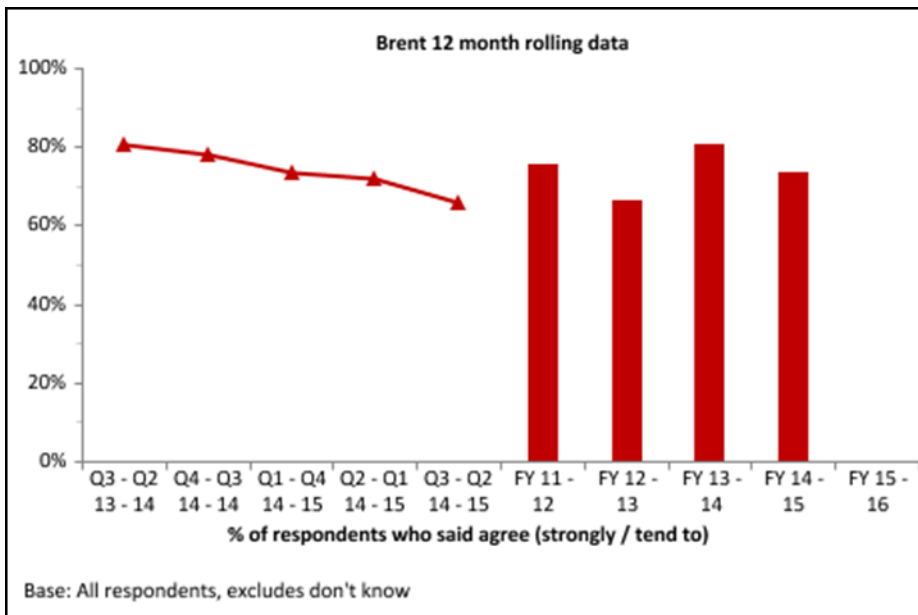
Brent is performing well against the rest of London in the MOPAC 7 crime basket.

Public Confidence in Policing

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



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



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

Priority 1 – Violence against Women and Girls

Why was it a priority?

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

What did we do?

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

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

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

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

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

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

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

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

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

5. Protect survivors.

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

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

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

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

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

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

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

How successful have we been?

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

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

Priority 2: Gang related offending

Why is it a priority?

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

The Safer Brent Partnership defines a 'gang' as:

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

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

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

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

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

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

What did we do?

1. Implement the Gangs Strategy.

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

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

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

How successful have we been?

Offences reported to the Metropolitan Police containing gang flag:

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

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

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

Year on year comparison (6 month lag)

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

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

Priority 3: Reducing Anti-Social Behaviour

Why is it a priority?

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

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

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

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

What did we do?

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

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

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

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

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

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

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

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

6. Community MARAC programme reviewed by December 2015

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

7. Monthly impact reports through Community MARAC

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

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

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

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

9. Quarterly reports on impact and effectiveness of APP.

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

10. LJAGs using ASB hotspot mapping from April 2015.

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

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

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

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

Harlesden LJAG

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

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

Kilburn LJAGs

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

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

Wembley LJAG

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

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

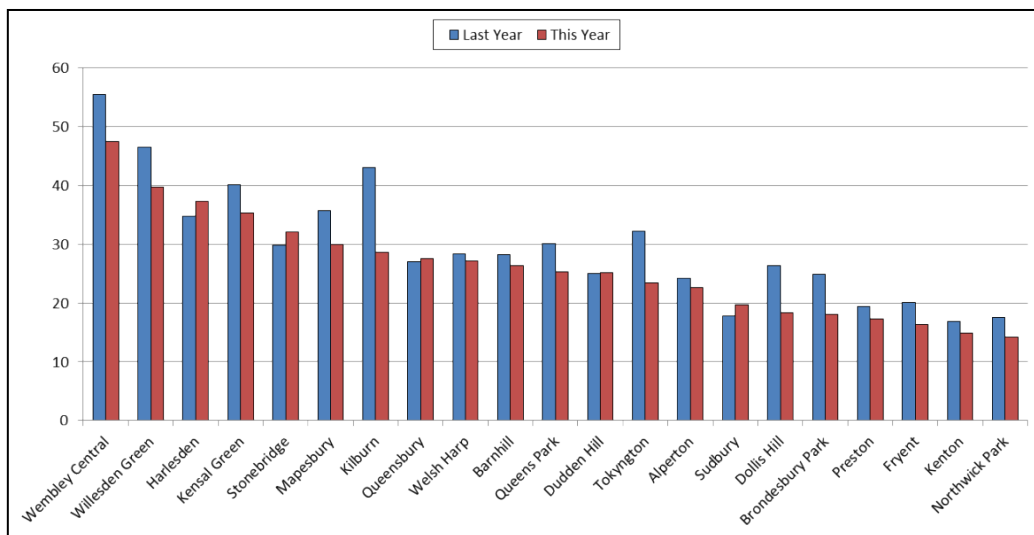
- **CCTV-** Swan public house; Queensbury Ward
- **Enforcement:** 1 PSPO implemented; 21 Warnings; 4 FPNs.

How successful was it?

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

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

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



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

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

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

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

Priority 4: Reducing Reoffending

Why is it a priority?

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

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

What did we do?

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

How successful was it?

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

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

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

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

Priority 5: Reducing Radicalisation

Why is it a priority?

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

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

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

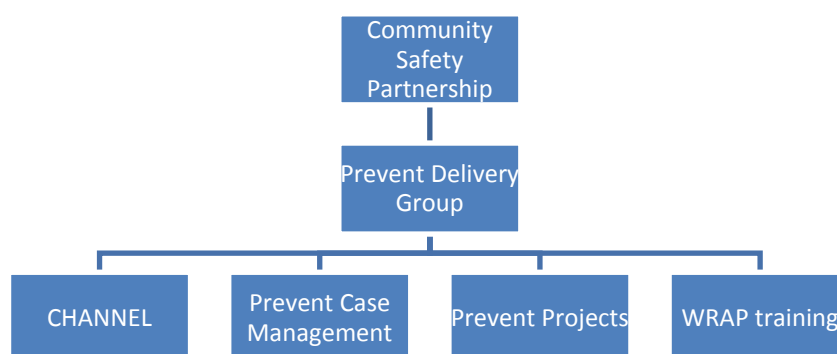
Prevent is focused on four types of domestic extremism:

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

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

What did we do?

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



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

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

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

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

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

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

Priority 6: Child Sexual Exploitation

Why is it a priority?

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

What did we do?

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

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

5. Take action to tackle hot spots.

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

6. Support prosecutions.

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