



Brent Stronger Communities

November 2015

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FOREWORD



Brent draws its strength as a community both from its proud traditions and its rich diversity.

Together, we face a number of challenges, ranging from the impact of the wider economic downturn to the risks to our young people of gang culture or sexual exploitation, the threats to our communities of extremism and radicalisation, the too-frequent incidence within families of domestic abuse and other harmful practices.

Some of these issues are born of causes very close to home; others are influenced by affairs around the world, such as the recent terrorist attacks in Paris which have deeply affected us all. These challenges are very different in their source, and their impact but the safeguarding principles to prevent such incidents are similar. Indeed, the 'grooming' technics used by those recruiting young people to gangs is eerily similar to those of an extremist ideology, for instance.

These are not abstract issues that we can afford to ignore, or imagine that they are just problems faced by other people – they are challenges facing real families, in every part of Brent, and on an everyday basis.

We must also acknowledge that the council cannot tackle these challenges alone. There's a lot of good work already in place addressing each of these challenges. However, the only way we are going tackle these challenges comprehensively is if the community comes together and takes wider ownership of these issues and comes together to develop real, community-led solutions.

The right place to start is with an honest, open and wide conversation. Only once we share an understanding of the nature and scale of these challenges can we begin to build a more comprehensive and lasting solution.

Together, we can build on what is in place and turn it into a new strategy that really works. Brent is already a great place to live. It's everyone's responsibility to make it even better.

A handwritten signature in black ink, appearing to be 'J. Denselow', written in a cursive style.

Councillor James Denselow, Lead Member for Stronger Communities

INTRODUCTION

Brent is a borough of contrasts. Brent is now the fifth largest London borough with a population of 325,400¹, a quarter of whom are 19 years old or younger. It is also widely accepted to be among the most diverse local authority areas in the country, with 65 per cent of the total population from the black and minority ethnic background alone, and we continue to welcome new communities, such as the growing Eastern European, Filipino and Somali populations. The cultural diversity of the borough and the cohesion between its different communities are major factors in Brent's characteristic vibrancy and dynamism.

Despite having high levels of community cohesion² Brent, and its diverse communities, remains at high risk of incidents of the following challenges:

- Hate crime;
- Extremism and radicalisation;
- Domestic abuse and harmful practices;
- Child sexual exploitation; and
- Gang-related crime.

The approaches to these different issues are specific and tightly focused. All too often, however, those involved are at risk across a number of these headings. Instances in Brent of child sexual exploitation are quite often linked to the activities of local gangs, for instance. Drugs, gang activity and organised crime are also often intertwined.

As well as outlining the contribution of the statutory agencies – the council, the police, the NHS, the Probation Service, schools etc. – this strategy focuses on the central role of the community – not only in identifying these issues, but in constructing effective, community-led approaches.

This strategy sets out a snapshot of the evidence we have on the nature and extent of these issues. It also sets out our partnership vision for tackling these complex challenges by working with communities and residents, alongside professionals within the statutory services, to develop a community-based approach. Finally, this strategy document sets out our strategic objectives and the measures by which we will know how effective we are in addressing these challenges.

The over-arching aim of this strategy is to work with our partners, communities and residents to make Brent stronger, more resilient and cohesive.

¹ GLA estimated population 2015.

² At the time of the Residents Attitude Survey 2014, 84% agreed that Brent was a place where people of different backgrounds got on together.

STRATEGIC CONTEXT

Brent's vision for 2015 - 2019

The development of this strategy has been rooted in research and discussions with residents and communities, the findings of which strongly reinforce the position that our incredible diversity is a strength, not a weakness. For example, residents overwhelmingly agree (84%) that Brent is a place where people of different backgrounds get long well with one another. But this can and should be improved.

A great place to live and work

Our vision is to make Brent a great place to live and work, where people feel that they have real opportunities to change their lives for the better, where they feel that they and their children are safe and cared for and achieve well, and where they receive excellent services when they need them. A place where business and enterprise can prosper and where local people can find employment; a place with plentiful access to arts, leisure and cultural activities; a place where people from different backgrounds feel at ease with one another; a place where the principles of fairness, equality, good citizenship and respect for people and place are valued.

To achieve this vision, the Borough Plan has set three strategic priorities to deliver the vision above: Better Lives, Better Place and Better Locally. This strategy is closely aligned to the priorities under Better Locally.

Better locally

- Building resilience and promoting citizenship, fairness and responsibility amongst local people and strengthening the sense of community amongst the people who live and work here
- Promoting cohesion and integration amongst our communities
- Making sure that everyone has a fair say in the way that services are delivered, that they are listened to and taken seriously
- Making sure that inequalities in the quality of life in different parts of the borough are tackled by a stronger focus on local needs
- Building partnerships – between local service providers and between local services and residents – to find new ways of providing services that are more finely tailored to individual, community and local needs

EVIDENCE BASE

Strong and cohesive communities foster a sense of belonging – to a place, to a group or to a community. When people feel they have a say in their community, they are more likely to get on well together, which can also help to feel safer and more secure in their surroundings. Strong and cohesive communities can also act as a deterrent against anti-social behaviour, hate crimes, gang activity and violent extremism.

Crime and community safety

Whilst the Mayor's Office for Policing and Crime (MOPAC) data show that across the seven target offences,³ reports are falling by 2.3% across London and 5.6% in Brent. However, there are a worrying number of offences which are increasing (including religious and other hate crime), in Brent and across London. These are highlighted in figure 1 below.

Figure 1: MPS recorded crime in Brent (and London) from July 2015⁴

Offence (TNO)	2013/14	2014/15	Brent - % Change	London - % Change
MOPAC 7	11,838	11,178	-5.6%	-2.3%
Other Crimes	2013/14	2014/15	Brent - % Change	London - % Change
Violence Against the Person	6,816	8,377	22.9%	24.4%
Assault with injury	1,673	1,794	7.2%	12.8%
Robbery (Business)	34	49	44.1%	-0.9%
Rape	152	196	28.9%	16.1%
Other sexual offences	246	323	31.3%	31.2%
Youth violence	484	581	20%	13.6%
Serious youth violence	216	223	3.2%	6.5%
Gun crime	69	80	15.9%	10.1%
Knife crime	328	330	0.6%	1.9%
Knife crime with injury	106	134	26.4%	14.4%
Domestic abuse	2,364	2,585	9.3%	16.9%
Homophobic crime	34	58	70.6%	29.2%
Racist and religious hate crime	429	518	20.7%	26.8%
Disability hate crime	1	4	300%	63.1%
Transgender hate crime	1	1	0%	28.6%
Faith hate crime	31	45	45.2%	76%

Hate Crime

Hate crime is unique in that victims are often targeted, not as individuals but because they belong to a certain group, based on their race, faith, sexuality, gender or disability. Hate crime can have crippling affect, not only on victims directly but also on communities as a whole. Hate crimes in Brent – and across London - are not decreasing but increasing. This may be due to local tensions or from geo-political tensions being manifested here in the UK. There is a need to be vigilant to ensure that instability elsewhere does not affect our own communities here in Brent.

We will need to ensure that residents are empowered to report hate crimes to the police as well as having victim support in place to help people and communities deal with the emotional needs of the victims.

³ MOPAC 7: Violence with Injury, Robbery (total), Burglary (total), Theft from Person, Theft of Motor Vehicles, Theft from MV and Criminal Damage.

⁴ The table shows a sample of offences having increased in the over a rolling 12 month period Aug – July compared with previous year's data.

Extremism and radicalisation

The jointly produced guidance on cohesion from Communities and Local Government and the National Policing Improvement Agency notes that 'experience has shown that violent extremism can emerge from even the most cohesive communities, but that extremist messages are less likely to find support in this environment.'⁵

The 7/7 bombings in London brought home the reality of terrorism and the very real threat posed by 'home grown' extremists. Following these events, the Government introduced its over-arching counter-terrorism strategy, CONTEST. Part of the CONTEST strategy is Prevent, the government's strategy for preventing individuals from becoming radicalised.

Although approaches have changed over the last four years, the three key objectives of Prevent remain unchanged. They are:

- Challenging the ideology that supports terrorism and those who promote it;
- Protecting vulnerable people; and
- Supporting sectors and institutions where there are risks of radicalisation.

The Counter Terrorism and Security Act places all specified authorities, including the council, schools, colleges and health providers, among others, under a duty to have 'due regard to the need to prevent people from being drawn into terrorism'⁶ – this is known as the Prevent duty. The Prevent duty means that the council and its statutory partners must – and rightly so – work with the Home Office and law enforcement agencies to ensure that our residents are both informed of the current threat level, which is 'severe', and how to challenge the types of violent extremism which seek to harm the UK and disrupt community cohesion.

The Queen's Speech of May 2015 outlined the Government's intention to deliver an Extremism Bill. The aims of this legislation will be to:

- Strengthen government and law enforcement powers to stop extremists promoting views and behaviour that undermine British values;
- Protect the public from the serious harm extremists intend to cause to individuals, communities and the values we live by; and
- Address the gap in government and law enforcement's powers to deal with extremism that falls below the thresholds in counter-terrorism legislation.

The Extremism Bill will tackle all forms of extremism, not just those bound by the current Prevent Strategy, including Islamic extremists, the far right and environmental extremism.

In July 2015, the Prime Minister, David Cameron, made a speech on extremism, calling this the "struggle of our generation." In his speech, Cameron announced that a new five year Counter-Extremism Strategy will be developed. Its four pillars include:

- Confronting the ideology;
- Tackling the violent and non-violent;
- Empowering the Muslim community; and
- Building a more cohesive society.

⁵ DCLG and NPIA, *Cohesion Guidance*, 2009, p.3.

⁶ Section 26, Counter Terrorism and Security Act

The Prime Minister revealed that Louise Casey, who heads the government's troubled families unit, will carry out a review of how to boost opportunity and integration in ethnic minority communities, saying:

She [Louise Casey] will look at issues like how we can ensure people learn English, how we boost employment outcomes, especially for women, and how state agencies can work with these communities to properly promote integration and opportunity whilst learning lessons from past mistakes – when funding was simply handed over to self-appointed 'community leaders' who sometimes used it in a divisive way.

Brent is one of 43 Home Office "Prevent Priority Areas" of particular national concern for fermenting extremism and radicalisation. As part of the Prevent programme, Brent receives funding from the Home Office to tackle radicalisation through a range of supportive projects and interventions.

The Prevent and Channel programmes have been seen by some communities, in Brent as elsewhere, as a means of demonising Islam and for spying on youths. The concerns raised by communities must be heard and it is precisely this perceived one-sided approach, which undermines cohesion and divides communities. Indeed, the Government has acknowledged that 'Prevent depends on a successful integration strategy, which establishes a stronger sense of common ground and shared values, which enables participation and the empowerment of all communities and which also provides social mobility.'⁷

Brent will seek to minimise the risk of extremism by recognising that the drivers for extremist behaviour lie in the marginalisation of voices from the public square and that a positive approach, celebrating diversity while improving our diverse communities' ability to recognise the signs of extremism and early radicalisation will foster resilience and reduce the risk of extremist behaviour. We will also recognise the geo-political drivers of extremist behaviours and create safe spaces for dialogue and debate, whilst challenging hate speech and those who seek to divide our communities.

Domestic Abuse and Harmful Practices

Brent has the 10th highest levels of domestic abuse in London and crime reports are rising year-on-year.

Violence against women and girls, including Female Genital Mutilation (FGM), Honour-Based Violence (HBV) and forced marriages are a key priority for the Safer Brent Partnership. Domestic abuse reports have increased in Brent by 9.3% last year alone and across London by 16.9%.

Because of our diverse population, Brent's women and girls are more at-risk than many other areas. Illegal harmful practices include:

- Female Genital Mutilation;
- Honour based violence; and

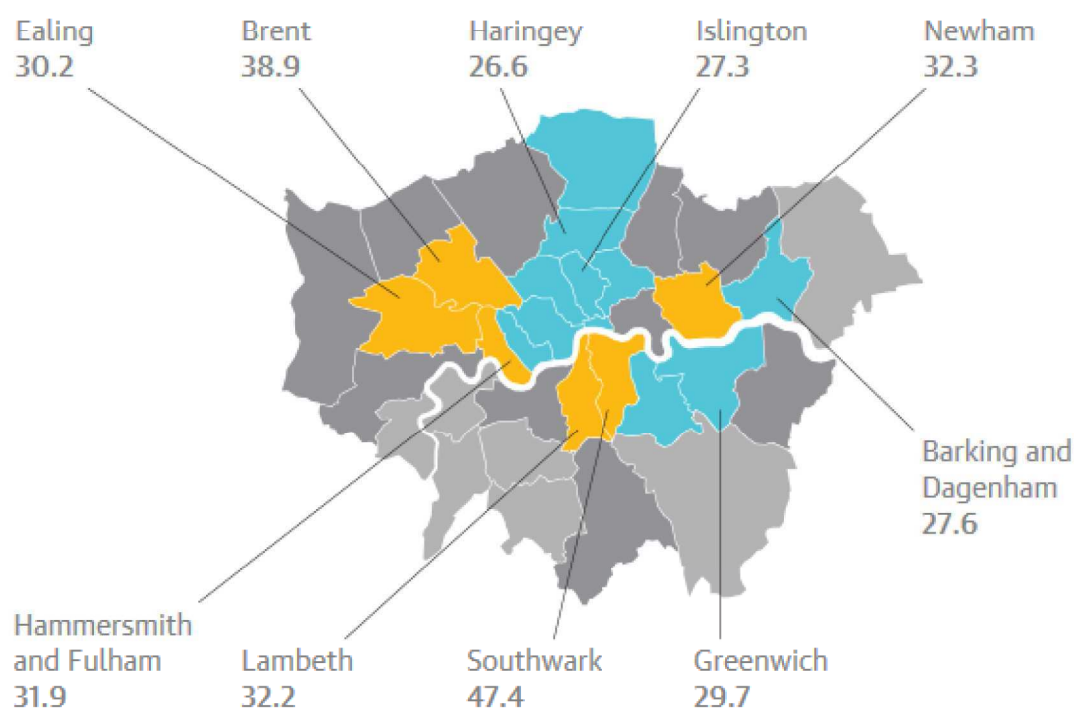
⁷ The Home Office, *CONTEST: The United Kingdom's Strategy for Countering Terrorism*, 2011, p 10.

- Forced marriage.

Nationally, there have been 4,000 cases of FGM and over 11,000 cases of HBV over the past five years. In Brent a member-led task group was established to understand the extent of harmful practices in the borough. Indeed, at the time of the task group's research, it found '...there is a worrying lack of knowledge and understanding in Brent about the harmful practices, the impact they have and the legislation relating to them.'⁸ In Schools, a short survey of school governors revealed that although 64% of respondents were aware of all three offences, only 21% said that they were covered as part of existing safeguarding training.

Research by City University and Equality Now showed that London, as a region, has the highest prevalence of FGM in the UK and that Brent has the second highest levels in London. Figure 2, below, highlights estimates of FGM cases per 1,000 women.

Figure 2: Prevalence of FGM in London



Source: City University London, Equality Now

The scrutiny task group also found that at least 5,000 girls are either at risk or have already undergone FGM.⁹

In 2013, the national Forced Marriage Unit advised 1,302 cases related to forced marriage, with nearly a quarter being reported in London alone.¹⁰ The countries of origin of those

⁸ *Tackling Violence Against Women and Girls in Brent: An Overview and Scrutiny Task Group Report*, March 2014, pg.2

⁹ LB Brent Overview and Scrutiny Task Group Report: Tackling Violence against Women and Girls in Brent, March 2014, cited in Brent JSNA 2014.

¹⁰ Forced Marriage Unit, 2013 statistics

involved varied, with the highest percentage of cases from Pakistani (42.7%), Indian (10.9%) and Bangladeshi (9.8%) backgrounds, and a smaller number from Afghanistan (2.7%) and Somalia (2.5%). Brent has large south Asian populations (predominantly Pakistani, Indian and Bangladeshi), with potential young girls at risk. In 2012/13, 30 cases of forced marriage were identified in Brent by social services, the Asian Women's Resource Centre and Brent Metropolitan Police.¹¹

Services are now in place to increase safeguarding measures and raise awareness but engagement in schools and communities where practices such as these are commonplace is the key to making a difference.

Child Sexual Exploitation

Analysis has highlighted Child Sexual Exploitation (CSE) as a high-risk issue. Currently the CSP does not have sufficient information to fully understand the threat, risk and what actions need to be undertaken in response. 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.

The Association of Chief Police Officers (ACPO) defines CSE as:

"CSE is sexual exploitation of children and young people under 18 involving exploitive situations, context and relationships where the young person receives something (for example food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing and/or others performing on them sexual activities.

CSE can occur through the use of technology without the child's immediate recognition, for example being persuaded to post images on the internet/mobile phones without immediate payment or gain. Violence, coercion and intimidation are common. Involvement in exploitative relationships is characterised by the child's or young persons limited availability of choice, as a result of their social, economic or emotional vulnerability.

A common feature of CSE is that the child or young person does not recognise the coercive nature of the relationship and does not see themselves as a victim of exploitation."

In all cases, those exploiting the child or young person have power over them by virtue of their age, gender, intellect, strength and/or economic factors.

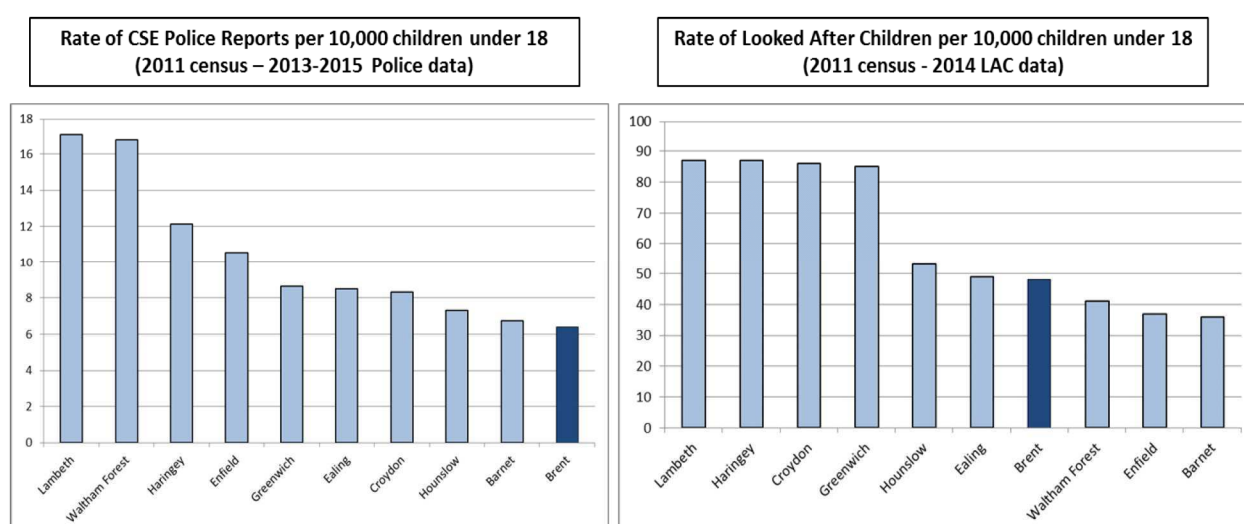
¹¹ LB Brent Overview and Scrutiny Task Group Report: Tackling Violence against Women and Girls in Brent, March 2014, cited in Brent JSNA 2014.

CSE is a hidden crime; young people often trust their abuser and do not understand that they are being abused. They may depend on their abuser or be too scared to tell anyone what's happening.

The true extent of CSE is not known. CSE is not a separate category of abuse in child protection procedures and this means that data is often missing or incomplete, concealed in other crime categories or is unreported. In law, there is no specific crime of CSE, offenders are often convicted for associated offences such as sexual activity with a child. Therefore it is not possible to obtain figures from police statistics of sexual exploitation offences.

Research suggests a close relationship between CSE and being a Looked After Child. The charts below show the prevalence of CSE reports in Brent compared to other boroughs, and compares with rates of Looked After Children in similar areas. This suggests that there is an under-reporting of CSE in Brent:

Figure 3: Rate of CSE Police Reports and Rate of LAC per 10,000 Children



Gangs and CSE

London gangs have been known to be travelling outside of London to sell drugs and open new drug markets for some time. Colloquially, the operation of drug supply routes outside of metropolitan areas by groups based in such heavily urbanised locations is referred to as the running of “county lines”. Such activities involve gang members from London travelling to smaller towns and other areas of the country in order to sell drugs, usually by establishing local connections, a drugs phone line, and control of the local drug markets. The drugs supplied are usually class A, which, by weight transported to the affected location from the metropolitan base, reflects a higher return on investment made.

Increasingly it seems that children are being used by gangs in this process to sell, look after and/or carry drugs. Needless to say, the use of children in this process is hidden and not recorded in the same way as other, more traditional crime types. Operation Holdcroft, the National Crime Agency (NCA) operation looking at this issue, has identified Brent as the sixth largest exporter of its gang problem. The NCA have made clear the links between County Lines and CSE, and there is nothing to suggest that Brent is any different to other London boroughs in this respect.

Gangs

The Home Office has identified Brent as one of 30 local authorities 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.*

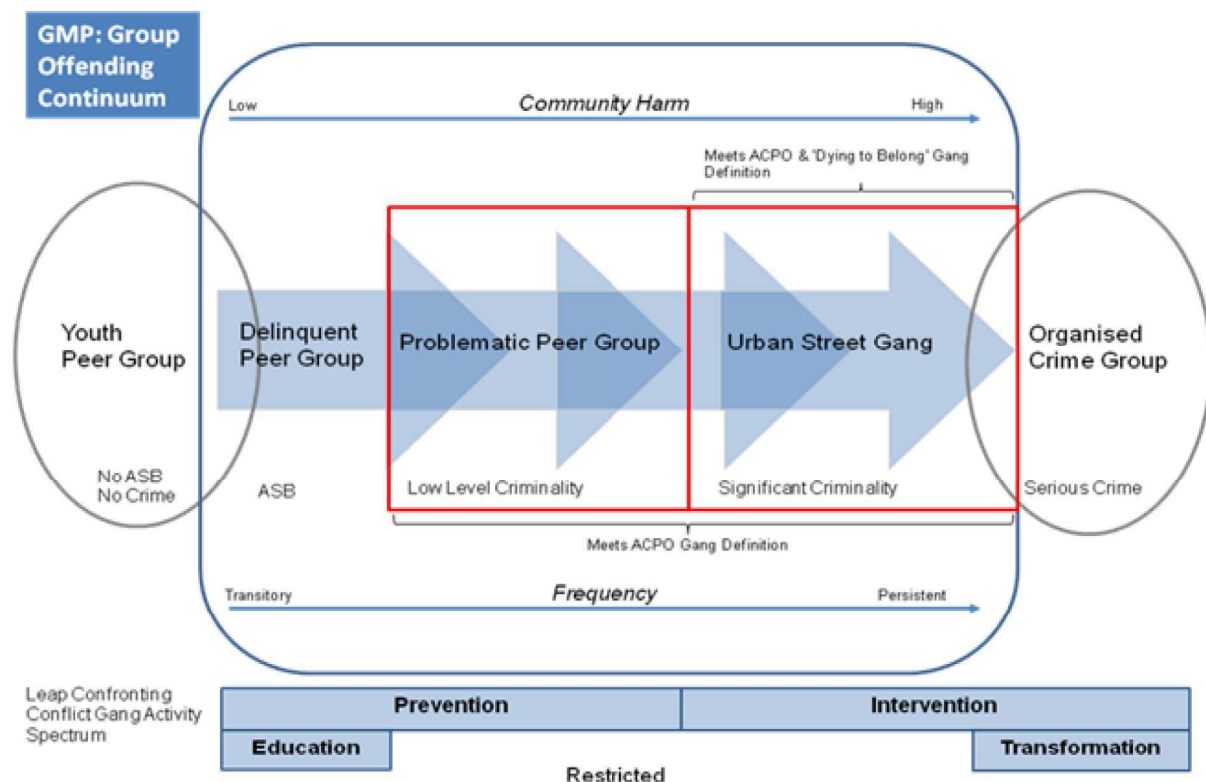
They may also have any or all of the following features:

- (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 Gangs Matrix is 27 years old and the oldest member known to authorities is 61.

Gangs move through a “continuum of harm” from harmless youth peer group into organised crime group, as can be seen in Figure 4 below.

Figure 4: Greater Manchester Police: Group Offending Continuum



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, although gang members have been identified as operating in 22 police force areas across the country.

There are significant similarities between the processes used to "groom" young and vulnerable people into gangs, sexual abuse, harmful practices and extremism.

The techniques used in grooming are common across the issues, and may include:

- Offering free drugs and alcohol;
- Buying gifts and unexplained money;
- Older individuals befriending younger girls/boys;
- Young person acts out in an inappropriate sexual way for their age, or with toys/objects;
- Inviting to children to parties often, which are mostly attended by men;
- Talk of a new, older friend;
- Becoming unusually secretive;
- Running away/ going missing;
- Online grooming - using usernames or comments that are flirtatious or have a sexual meaning; and/or pretending to be someone they are not, for example saying they are the same age online.

There is an element of cross-pollination between these issues, including, at times, individuals (in terms of both victims and offenders). This is captured in Figure 5 below.

Figure 5: Cross-pollination of safeguarding issues

	Domestic abuse and harmful practices	Gangs	Extremism and radicalisation	Child Sexual Exploitation
Domestic abuse and harmful practices		Research suggests that the risk of violence against women and girls is substantially higher where one or both	People involved with any radicalised person could be at greater risk of Honour BV and FM.	Young female victims of domestic abuse are at a greater risk of CSE due to their added vulnerabilities as a young controlled DA victim.

		<p>parties are gang-associated.</p> <p>Gang members are more likely to perpetrate violence against women and girls, compared to a non-gang member.</p> <p>"County Lines" activity exploits the use of vulnerable women, relating to the vulnerability of victims of violence against women and girls.</p>		<p>Men can use sexual abuse through sexual exploitation to maintain control of their partner.</p>
Gangs	<p>Research suggests that the risk of violence against women and girls is substantially higher where one or both parties are gang-associated.</p> <p>Gang members are more likely to perpetrate violence against women and girls, compared to a non gang member.</p> <p>'County Lines' activity exploits the use of vulnerable women and girls.</p>		<p>Radicalisation and gang membership have a good deal of common ground and some gang members have been known to become radicalised.</p> <p>The practices of "grooming" for gang membership are similar to those being used to radicalise</p>	<p>Gangs operate "County Lines" which can include CSE as a tool of coercion. County Lines involve exploitation and/or human trafficking of boys and girls.</p>

Extremism and radicalisation	People involved with any radicalised person could be at greater risk of harmful practices such as Female Genital Mutilation or Honour based violence.	Radicalisation and gang membership have a good deal of common ground and some gang members have been known to become radicalised.		Radicalisation can target and prey upon the most vulnerable members of society, including young people being exploited.
Child Sexual Exploitation	<p>Young female victims of domestic abuse are at a greater risk of CSE due to their added vulnerabilities as a young controlled DA victim.</p> <p>Perpetrators can use sexual abuse through sexual exploitation to maintain control of their partner.</p>	Gangs operate "County Lines" which can include CSE as a tool of coercion. County Lines involve exploitation and/or human trafficking of boys and girls.	Radicalisation can target and prey upon the most vulnerable members of society, including young people being exploited.	

Extremist behaviour, in all its forms, requires a response - by professionals and by communities themselves – to ensure that there are appropriate referral pathways for those who are vulnerable to extremist behaviour.

DEVELOPING A COMMUNITY- LED APPROACH

It is recognised that the impact of the PREVENT strategy is significantly reduced if communities do not play a key role in the development of preventative and community based solutions to neighbourhood issues that could create the conditions and environment for extremists to find a home.

The purpose of the community-led approach is twofold:

- to enable the wider community to become aware of and resilient to issues and tensions that are currently happening; and
- to ensure that there is an appropriate community-level response to any potential incident.

Stronger Communities – ‘Big Questions’

It is proposed that Brent adopt a similar approach undertaken in Manchester. Last year, Manchester City Council worked with the Foundation for Peace to initiate a ‘Big Questions’ event to get communities together to speak about issues which were not being discussed. To follow up the conference, they held several further workshops on radicalisation across the city and involved young people. The workshops themselves formed the basis for a number of community-derived activities.

Brent could hold a similar series of events, with community leaders to lead discussions. This is important for two reasons: by invoking a community-led response, we help residents to understand the nature (and scale) of the issues and empower communities to tackle the issues in their own way. There is no issue of buy-in or the feeling that council owns the work – they own it from day one. The council only enables the discussions to happen.

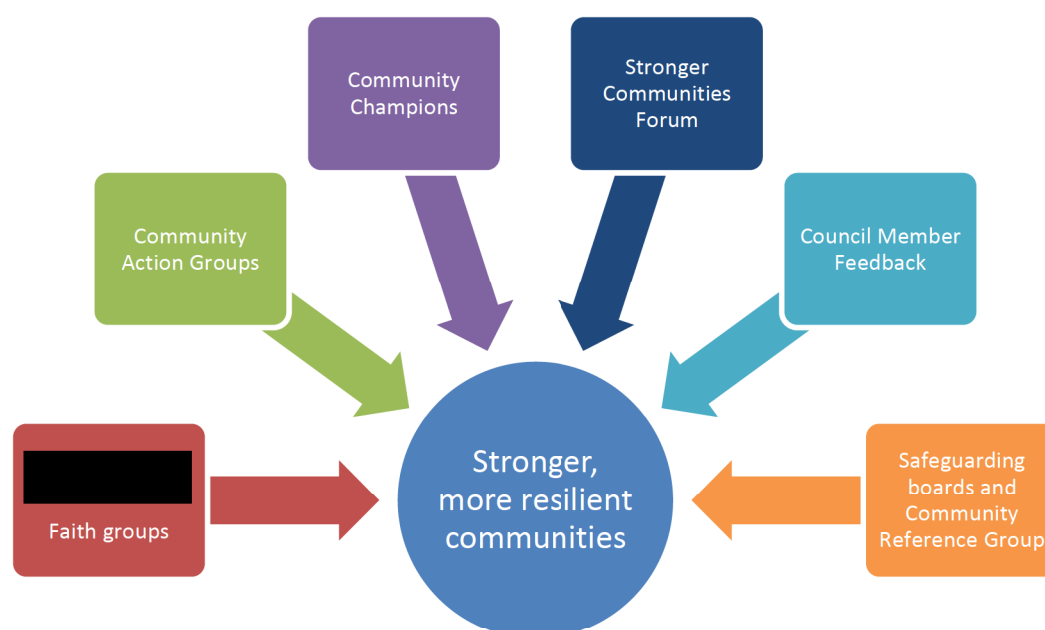
Engagement alongside the Stronger Communities events

Engagement with our community leaders, faith groups and residents will be intrinsic to developing this programme of work. [REDACTED] Faith groups and the newly formed Community Action Groups will provide the pathways to engagement on cohesion and resilience work. It is therefore, proposed that the [REDACTED] forums be reviewed and/or widened to include new members so that more faith leaders may be involved and improve action tasking and outcomes in the community.

Council members will also have a key role to play in gaining regular insight from residents and feeding back on council and partnership activities. Throughout the year of engagement, we will prioritise finding our ‘Community Champions’. The new Community Champions will form part of a small network of non-statutory partners who will help other partners to act as eyes and ears in the community relaying messages in both directions. The aim here is to ensure that tensions are spotted early on and that adequate responses may be developed with community leaders themselves, working alongside statutory services.

Figure 6 below shows how these, and other groups, will inform the work programme for building stronger, more resilient communities.

Figure 6: Engagement Activities for delivering the Stronger Communities Strategy



Governance

At the strategic level, this strategy must be owned and overseen by Brent's Local Strategic Partnership, Partners for Brent. The revised structure and terms of reference for the partnership provides the best platform for this type of joined-up approach. Ultimately, this means mainstreaming cohesion where possible. At the delivery level, this strategy will sit under the Safer Brent Partnership to oversee delivery and report on progress to Partners for Brent, as illustrated below.

Figure 7: Governance structure for the Stronger Communities Strategy



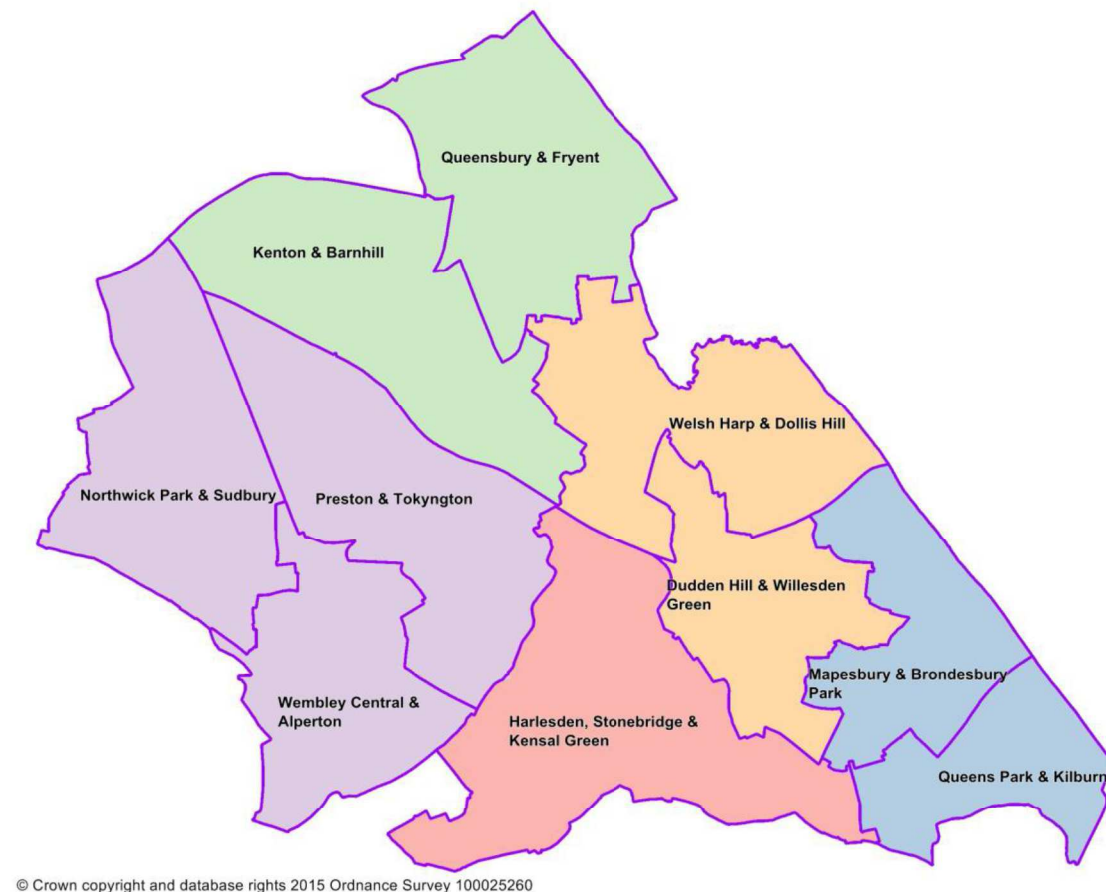
Ultimately, the real work of this will be derived and delivered by and for communities. The Community Action Groups, here, will have the flexibility to determine priorities and projects of interest to them.

Community Action Groups

Community Action Groups will be empowered to take on the learning from the workshops and deliver further workshops or network with others within their localities to produce locally

derived ideas to tackle these issues. Importantly, what is done in Queens Park and Kilburn will not be the same in Queensbury and Fryent. Figure 8, below, shows both the five existing Brent Connects clusters as well as the ten newly developed Community Action Groups.

Figure 8: Brent Community Action Group boundaries



STRATEGIC OBJECTIVES AND OUTCOMES

The table below highlights the strategic objectives and outcomes to be delivered over the life of this plan. A yearly Action Plan will also be developed from the year-long consultation process.

Our vision is to make Brent:

A great place to live and work, where people feel that they have real opportunities to change their lives for the better, where they feel that they and their children are safe and cared for and achieve well, and where they receive excellent services when they need them. A place where business and enterprise can prosper and where local people can find employment; a place with plentiful access to arts, leisure and cultural activities; a place where people from different backgrounds feel at ease with one another; a place where the principles of fairness, equality, good citizenship and respect for people and place are valued.

Strategic Objectives	Outcomes
Objective 1: Promote common ground	<ul style="list-style-type: none"> • People and communities share a sense of belonging and a common identity • There are positive relationships within and between communities • People and communities are strong in their own identities and respectful others • Inter-generational projects support understanding among young and older people
Objective 2: Encourage participation in civic life	<ul style="list-style-type: none"> • People and communities play their part • More residents will be active citizens, involved in volunteering and engaged with and participating in civic life
Objective 3: Tackle intolerance and challenge extremism and other harmful practices	<ul style="list-style-type: none"> • People and communities are resilient to threats and conflict • Individuals, parents and partners (statutory and community groups) are trained and confident enough to identify and challenge extremism • A community spirit is engendered that does not allow extremism in any form • Awareness is improved on all harmful practices and referral pathways for help are improved • Safeguarding referral pathways will be improved
Objective 4: Promote our vision and understanding of cohesion	<ul style="list-style-type: none"> • Greater organisational intelligence to drive our priorities and interventions • Improved data and intelligence to build up a profile of cohesion in the borough (as well as data sharing protocols) • Improved contacts and networks with communities and partners in Brent (e.g. housing associations, community groups, etc.), increasing our ability to foster good relations • Community Champions are visible in the community