

SAFER BRENT Community Safety Strategy 2018-2021

Brent: stronger together



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

Cllr Muhammed Butt
Leader of Brent Council



Foreword

Cllr Tom Miller
Lead Member for
Stronger Communities



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

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

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

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

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

Introduction

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

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

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

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

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

Key Facts – Introduction to Brent

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

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

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

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

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

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

(Brent Borough Plan, 2015-2019)

Mayor's Office for Police and Crime

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

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

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

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

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

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

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

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

London Crime Prevention Fund (LCPF)

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

Overarching Outcomes 2017-2020

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

www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/community-safety/crime-prevention/london-crime

Local Strategic Assessment

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



What we have achieved (CSP Strategy review)

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

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

The Safer Brent Partnership

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

Performance and outcomes:

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

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

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

Our overarching Outcomes and Key Performance Indicators

(Please see Appendix 2)

The strategy 2014-2017 described a model of delivery for the Safer Brent Partnership to achieve a ‘Safer Brent’, focused less around tackling individual crime types and with a greater focus on ‘Reducing demand’, ‘Identifying and addressing the needs of the most vulnerable’, ‘Integrating better with other processes to be more efficient’ and ‘Making communities more resilient’.

The Mayor’s Police and Crime Plan also monitors the local priorities of volume crime, which have been selected by the Safer Brent Partnership (March 2018) as:

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

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

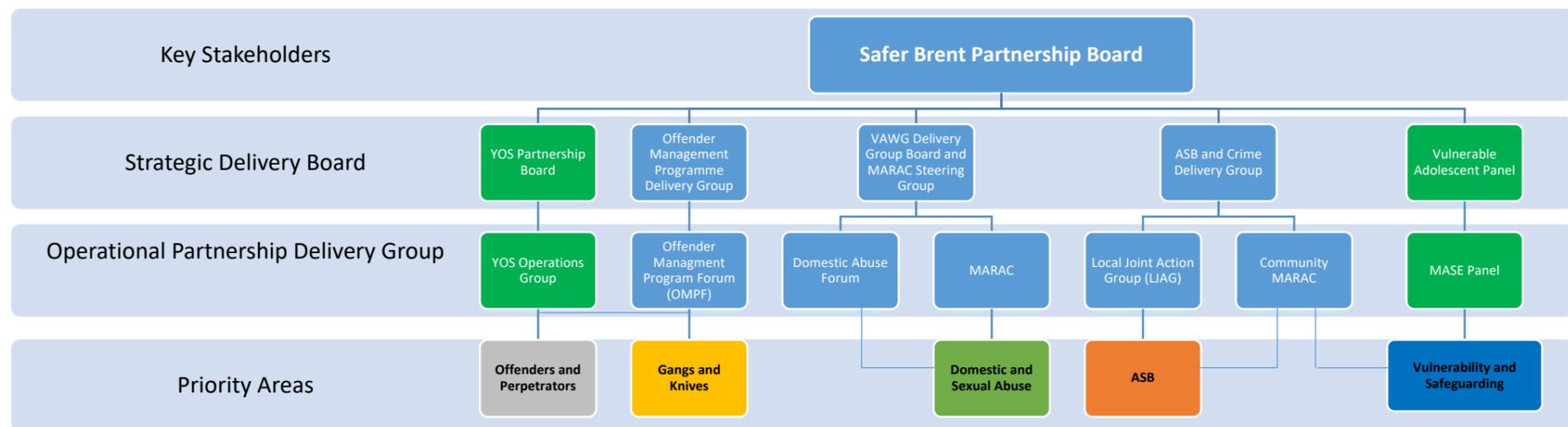
The Community Safety Strategy 2018-2021 Priorities include:	Changes from 2017 priorities
Reducing Domestic and Sexual Abuse	<ul style="list-style-type: none"> • Priorities 4, 5 and 5b sit within Reducing Vulnerability and increasing safeguarding • Further focus on Impact • Clarity on areas of intervention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

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

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



Safer Brent Partnership – Delivery model



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

Key Stakeholders



Vision and Strategic Intentions

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

Linking Priorities and Approaches to Community Safety



Community Safety Key Approaches to delivery

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

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

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

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



Reducing Domestic and Sexual Abuse

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

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

WHAT WE KNOW

Domestic Abuse

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

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

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

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

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

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

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

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

Violence Against Women and Girls

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

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

Sexual Violence (including rape) and Sexual Harassment

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

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

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

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

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

London Sexual Violence Needs Assessment 2016

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

www.london.gov.uk/mopac-publications/london-sexual-violence-needs-assessment-2016

Stalking

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

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

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

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

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

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

Child Sexual Exploitation (CSE)

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

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

Prostitution and or trafficking

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

Sexual exploitation (incl. trafficking and prostitution)

Involves exploitative situations, contexts and relationships where someone receives

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

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

Harmful Practices Female Genital Mutilation (FGM)

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

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

Forced marriage

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

Honour-based violence

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

Faith-Based Abuse

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

The Mayor's office strategy www.london.gov.uk/mopac-publications/mayors-violence-against-

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

Coercive Control

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

Image-based sexual offending

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

Domestic Homicide Reviews (DHR)

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

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

- (a) a person to whom he/she was related or with whom he/she was or had been in an intimate personal relationship, or
- (b) a member of the same household as her/himself.

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

www.brent.gov.uk/your-community/crime-and-community-safety/violence-against-women-and-girls/

OUR LOCAL NEEDS

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

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

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

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

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

In the 12 month period up to March 2017,

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

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

CASE STUDY

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

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

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

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

OUR AIMS AND STRATEGIC INTENTION

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

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

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

DELIVERABLES IN BRENT – TAKING ACTION

Through the collection of data from voluntary sector groups and as part of an outcome based review, Brent has achieved a wider view of VAWG in the borough, we are in a better position to highlight any gaps and raise awareness. The Domestic Abuse training delivered has increased victim, practitioner awareness and is available to all as part of continual professional development.

Domestic Abuse Support

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

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

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

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

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

The MARAC

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

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

Indicator	2015/16	2016/17	2017	% change from previous year
% of survivors who feel safer after using the service compared with intake	91%	97%	100%	3% increase
% of survivors who feel confident in knowing how and when to access help and support in the future	94%	100%	100%	0% no change
% of survivors who feel that their quality of life has improved after using the service compared with intake	87%	96%	100%	4% increase

ensuring a multi-agency approach.

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

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

Transformation funding

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

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

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

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

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

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

DVIP has been commissioned to deliver Domestic Abuse perpetrator and partner support services to residents of Brent until 2019. This includes offering perpetrators of Domestic Abuse access to:

- The Violence Prevention Programme (DVIP's perpetrator programme, accredited by Respect) is a 26 session group delivered once a week in Brent with a rolling intake format.
- (Ex) partners of men on the programme are offered support by DVIP's Women's Support Service throughout and beyond the man's group attendance.
- DVIP provide a Perpetrator Support Worker (PSW) and a Violence Prevention Worker (VPW) who are co-located within Brent Children's Services, providing consultations with professionals and direct client work with referred perpetrators.

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

Domestic Homicide Review

Brent and our local Partners will continue to use

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

Outcome Based Reviews (OBR)

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



Female Genital Mutilation

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

Sexual Violence

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

Sexual Exploitation (incl. CSE, trafficking and prostitution)

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

(Reducing Vulnerabilities section on page 40 for full detail)

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

Predictive Modelling

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

(See reducing vulnerabilities section for full detail)

Prostitution and Sexual Exploitation

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

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

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

Local Police programmes

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

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

Council Owned Police – Partnership Tasking Team (PTT)

Links have been further strengthened between the Police lead for Domestic Abuse and the PTT, who have been instrumental in supporting targeted domestic abuse arrests of outstanding perpetrators. There has also been a steady increase in the activity around Domestic and Sexual Abuse, which has attributed to 5% of the PTT programme for the year. The last two quarters to date saw an increase in activity of 6% and 10% respectively which has been largely due to active brothels being investigated.

Housing needs

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

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

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

Voluntary Sector Partnership

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

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

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



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

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

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

WHAT WE KNOW

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

- Is classified as an offence of homicide, attempted

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

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

Knife possession offences have been defined as:

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

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

Abuse offence in the last two years.

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

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

¹ The London Knife Crime Strategy (June 2017)

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

https://safe.met.police.uk/gangs_and_violence/get_the_facts.html

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

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

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

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

OUR LOCAL NEEDS

Gangs

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

Based on our local knowledge and information on the Metropolitan Police gangs matrix there are currently 22 gangs in Brent. There are estimated to be over 1,000 known individuals involved with gang criminality in Brent, whilst the current Metropolitan Police Gangs matrix for Brent has around 288 identified gang members. The Brent gangs cohort is over 90% male, 80% black, and has an average age of 24 years old. The long standing gang issues in Brent have created a cohort which is older than most

London boroughs. Currently only 7.3% of those on the Matrix are 17 years old or under, compared to the London average of 20%.

Knives

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

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

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

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

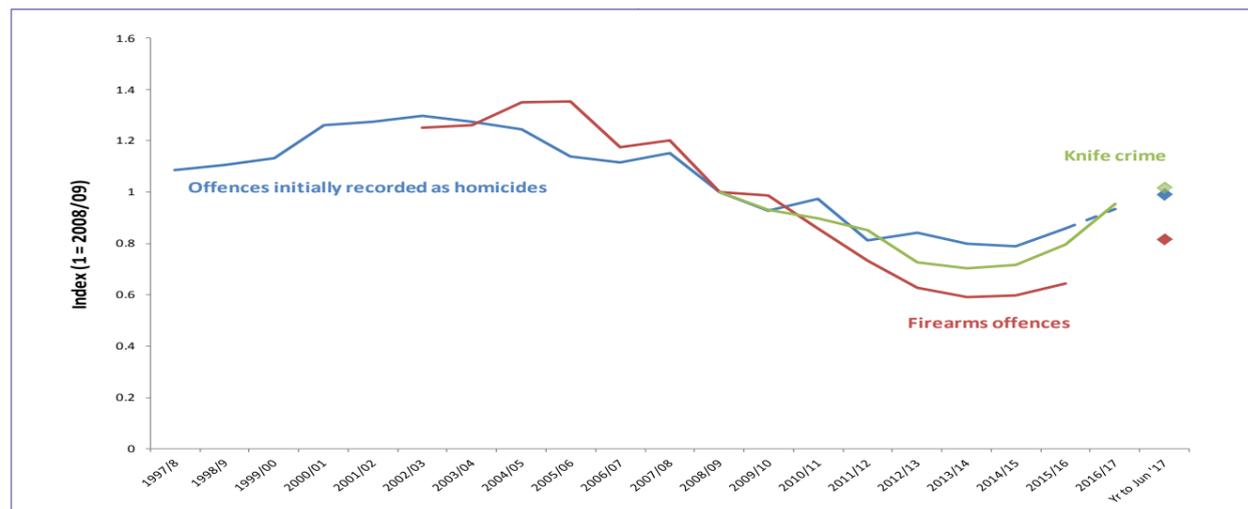
- Knife crime is up 26%
- Gun crime is up 27%
- Homicide is up 14%.

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

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

Perpetrators and offenders

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



social services; be/have been a looked after child; and to have been excluded from school. Addressing each of these underlying issues is necessary to divert these individuals out of a life of crime and into a positive role in society.

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

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

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

OUR AIMS AND STRATEGIC INTENTIONS

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

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

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

CASE STUDY

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

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

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

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

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

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

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

Our aims will include:

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

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

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

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

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

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

DELIVERABLES IN BRENT – TAKING ACTION

St Giles Trust have been commissioned to provide a Gangs Intervention Programme for 2017-2019 to challenge and work with those involved or on the periphery of gangs, to change their behaviour, while holding them to account so as to take responsibility for their actions. This programme works with those involved in gangs to exit gang lifestyle, knife carrying and to provide early intervention to people identified as being on the periphery of gang offending. The programme provides targeted support to assist those involved to achieve positive outcomes linked to the service users' specific needs. Two mentors have been commissioned, each mentor engages and supports identified people involved in gangs that cause the most harm and risk in the borough. They support them to significantly reduce their involvement in gangs and achieve positive outcomes

As part of the gang intervention programme with



NO KNIFE

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

A peer training project offered to those who have engaged significantly with the Gang Intervention programme and exited gang lifestyle.

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

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

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

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

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

- Having access to the main London prisons to be able to provide support to cohort offenders prior to release
- Meeting the targeted cohort at the prison gate when released and escort to release appointments
- Providing flexible working hours to meet the needs of the clients
- Providing assistance with appointments if needed i.e. escort to probation appointments etc
- Providing support around the nine pathways of re-offending e.g. Housing support and assistance securing housing, education, training and employment, with the aim of

- securing employment and support with drug and alcohol needs.

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

Community Assurance Operations

The aims of the additional revenue funded operations were to increase public reassurance in community hotspot areas, following the increase in gang related serious offences across the borough. This was completed by a planned operation to deploy a visible presence of uniformed council officers and branded vehicles during peak gang activity times in evenings and weekends across the borough.

Operation activity was monitored via daily tasking sheets for nine of the twelve weeks. During this period, there were 272 activities and referrals for support logged in relation to gangs. A large volume of actionable intelligence around the gangs and their

activity has been captured during the operation. The intelligence has been shared with services, and partners including; the Brent Police Gangs Unit, YOS, Children and Young People department.

The Youth Gangs Worker, engages with young people within YOS, Early Help and Social Care. They support young people to exit gangs, develop greater empathy, access mentoring provision and diversionary activities, also where available, obtain formally accredited achievements.

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

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

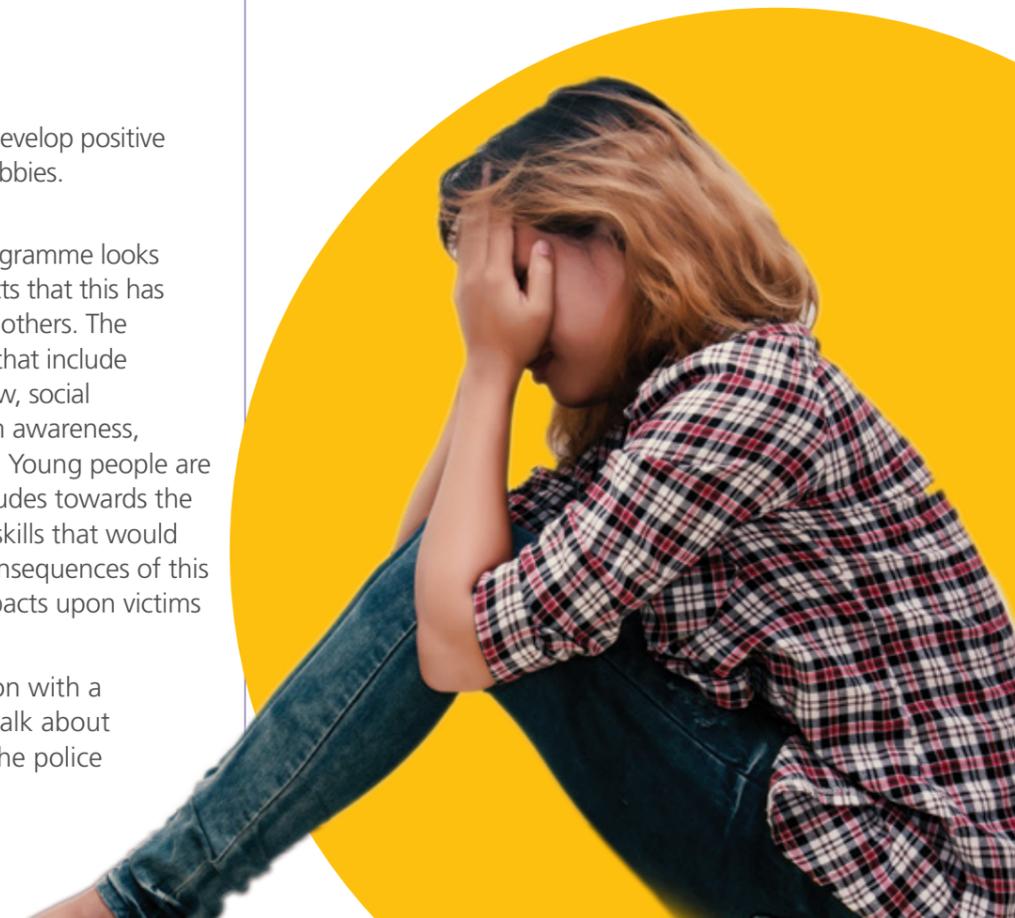
into gangs

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

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

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

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



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

Bespoke training

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

Outcome Based Review (OBR) Outcomes

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

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

More Prevention – Graduate Research and Initiative Implementation

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

Health Economy

Implementing outreach substance misuse provision

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

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

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

Young Brent Foundation

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

opportunities for Brent Children and families through the foundation.

Licensing powers

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

County lines and Exploitation

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



Reducing Reoffending

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

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

WHAT WE KNOW

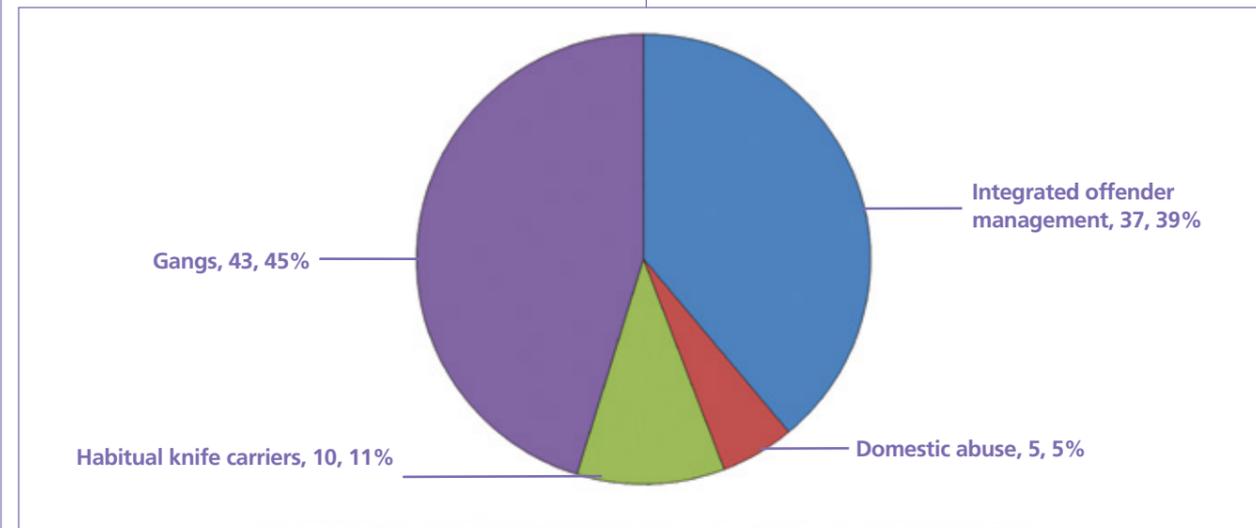
Previous evidence has shown that a well-run Offender Management Programme that targets and supports repeat offenders can have a positive impact on the rehabilitation of prolific offenders and the communities they affect. Prolific offenders cause harm to communities, individuals and cost London taxpayers the equivalent of £2.2 billion a year in criminal justice costs alone and require targeted and specific support to assist them with breaking the cycle of reoffending. For prolific

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

OUR LOCAL NEED

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

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



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

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

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

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

OUR AIMS AND STRATEGIC INTENTIONS

The primary purpose of the Offender Management programme is to focus on those offenders that impact our community the most through their offending. This includes previous Integrated Offender Management (IOM) cohort nominals, as well as prolific gang offenders, Domestic Abuse perpetrators, Child Sexual Exploitation perpetrators and any other offender causing the highest harm/threat/ impact. These individuals require the most intensive mentoring and support to help them achieve positive lifestyle changes and to reduce and stop re-offending. This will form part of a wider Offender Management

cohort for support and intervention.

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



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

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

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

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

Domestic Violence Intervention Programme (DVIP)

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

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

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

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

- Identifying routes to positive progression.

Our overarching outcomes are listed in Appendix 2

DELIVERABLES IN BRENT – TAKING ACTION

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

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

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

DVIP Perpetrator Programme

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

As part of the DVIP intervention, we have two

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

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

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

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

CASE STUDY 1

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

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

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

into the detrimental impact his behaviour had on his wife and children. During home visits mother reported an improvement in father’s interactions with her and the children and during discussions (using the signs of safety scaling model) increasingly rated a reduction in the likelihood of father committing further acts of domestic abuse. The decreased rating correlated with the sessions undertaken by DVIP, indicating that these sessions might have had a positive impact on father’s behaviour while at home.

As the allocated worker it is my professional opinion that father’s insight into the effects of domestic violence on the family as a whole was as a direct result of his engagement with the service.”

CASE STUDY 2

Client A with previous offending linked to gangs, was referred to the offender management programme nearing their release from custody due to needing additional support when back in the community, around housing, benefits and Entry to Employment (ETE). The client had made some positive steps whilst in custody and the probation officer was worried that the progress made, could be impacted on when released back into their community also into their offending area.

On release, the client was met by the police and supported to attend their initial appointment where client was also introduced to Air Network who explained how they could help the client with their identified needs. It was fully explained to the client about the offender management programme and what they could expect from the partnership. The client agreed to engage and a support plan was designed, in collaboration with the client and probation officer.

- Air Network established regular contact with the client including 1-1 meetings
- assisted them with arranging appointments with the job centre, housing providers and our local ETE provider.
- The police also made home visits to ensure the client was ok, feeling safe, and if they needed any other support.

Throughout the client’s engagement with the programme, the client maintained all appointments with probation, and engaged productively in the sessions.

- Housing benefit claim was made, which allowed for the client to explore other housing options
- the client successfully passed the Construction skills certificate scheme (CSCS) training, increasing their job opportunities.

- the client successfully passed the Construction skills certificate scheme (CSCS) training, increasing their job opportunities.
- The client remains on the programme, even though they have successfully completed their probation order. They remain in contact with Air Network and now attend the gym, to start improvements to their physical health. They have moved to a new house, away from the previous area of offending, and are still being supported to find employment or training.

Reducing Vulnerability and Increasing Safeguarding

- Supporting and protecting those most vulnerable in our community
- CSE – identifying those at risk and Safeguarding them
- Supporting victims of crime to reduce fear and increase safety
- Promoting the Prevention of Hate Crime
- PREVENT to safeguarding those most at risk of radicalisation and extremism.

Targeted areas of Intervention; Willesden Green, Harlesden, Kilburn, Kensal Green, Stonebridge

WHAT WE KNOW

Community MARAC

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

“repeat vulnerable callers” has shown they present a considerable drain on resources in terms of repeated interventions, police and council call-outs and complaints from the wider community.

The CMARAC provides a holistic approach and is effective in bringing together teams who may have been working in isolation, and have lacked the oversight of multiagency support to deal with issues and underlying causes. It also increases understanding and awareness of the thresholds, capacity and challenges of other agencies.

Hate Crime

A “Hate Crime” is any criminal offence where the victim or someone else believes the crime is targeted because of the victims race or ethnicity, religious beliefs, gender, gender identity, disability, age, sexual orientation or any other actual or perceived difference. “Hate incidents”, are incidents that do not constitute a crime but cause harassment, alarm or distress, and are directed at someone because of any actual or perceived aspect of their identity. The CMARAC addresses and supports those most vulnerable to Hate Crime, through a multi-agency response.

This can include:

- Physical attacks - From pushing and shoving up to serious assaults
- Verbal Abuse – using derogatory or insulting words
- Threats, bullying and intimidation
- Damage to property – inclusion offensive graffiti
- Threatening or offensive mail , texts or emails
- Hate can also be directed at whole communities – for example vandalism of places of worship, or offensive graffiti in public places.

In 2015/16 across England and Wales there were 62,518 offences recorded by the police in which one or more hate crime strands were deemed to be a motivating factor. This was an increase of 19 per cent compared with the 52,465 hate crimes recorded in 2014/15. In Brent, over a 12 month period (up to August, 2017) there was a total of 779 hate incidents recorded involving 816 victims.

Type of hate crime	Total Number of incidents	Percentage of the total
Anti-Semitic Hate Crime Disability Hate Crime Faith hate crime Islamophobic Hate Crime Racist Hate Crime Sexual Orientation Hate Crime Transgender Hate Crime	779	99.98%

Prevent and Extremism

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

The Governments counter-terrorism strategy

is called CONTEST and it is divided up into four priority objectives:

- Pursue** – stop terrorist attacks
- Prepare** – where we cannot stop an attack, mitigate its impact
- Protect** – strengthen overall protection against terrorist attacks
- Prevent** – stop people becoming terrorists and supporting violent extremism.

A Counter Terrorism Local Profile produced by the Counter-Terrorism Command of the Metropolitan Police, informs the level of risk for Brent. Currently Al-Qaeda inspired extremism, including the role of Daesh/Islamic State, is considered the principal risk in Brent. The majority of Brent’s Prevent work focuses

on this risk. There is no single driver of radicalisation, nor is there a single journey to becoming radicalised. The internet creates more opportunities to become radicalised, since it’s a worldwide 24/7 medium that allows you to find and meet people who share and will reinforce your opinions. Research tells us that the internet and face-to-face communications work in tandem, with online activity allowing a continuous dialogue to take place. Further details can be found within our Stronger Communities Strategy www.brent.gov.uk/strongercommunities which provides clear oversight of our commitment to anti-terrorism.

Child Sexual Exploitation (CSE)

CSE is a form of child sexual abuse, ‘where an individual or group coerces, deceives or manipulates a child or young person... into sexual activity’.

Analysis across Brent has highlighted Child Sexual Exploitation (CSE) as a high-risk, high harm issue. There are close links across the Gangs and Violence against Women and Girls agendas. CSE has been a priority with Safer Brent Partnership as it is vital that community safety partners are aware of risks and

able to access referral pathways when a vulnerable young person comes to notice. A vulnerability-centred approach is likely to highlight issues of CSE. We work with the Children and Young People Department (CYP) and Local Children’s Safeguarding Board (LSCB) to embed developed pathways, to identify and refer victims of CSE, taking appropriate action in managing offenders (through MAPPA, OMPF, MASE panel tracking or other processes), working closely with our police partners, monitoring and responding to trends also working through our Domestic Abuse and VAWG strategy to raise awareness of sexual violence and change cultural acceptance. Brent will be implementing and embedding key contextual safeguarding approaches to further safeguard and prevent CSE. (<https://contextualsafeguarding.org.uk/about/what-is-contextual-safeguarding>, www.signsofsafety.net/, www.brentlscb.org.uk/article.php?id=539)

Predictive Modelling

Protecting those most vulnerable also includes the role of safeguarding and early intervention. Brent Community Protection team and IT solutions

company IBM have carried out a proof of concept, building a predictive model to identify vulnerable young people most at risk of criminal exploitation, such as CSE and gang drug running.

The predictive model uses a range of data sources based on borough priorities and needs from youth offending services, social care, schools and gang area intelligence. The model draws upon risk indicators identified from extensive research for ‘The Office of the Children’s Commissioner’s Inquiry into Child Sexual Exploitation in Gangs and Groups.

The proof of concept was based on around 12,000 children and illustrated evidence to suggest we can start identifying children at Risk of Criminal Exploitation and Offending well before the outcome occurred. We have a planned prototype in action to operationally pilot through a user friendly dashboard, to hopefully then show successful outcomes to gain further funding for full council roll-out.

The early identification of vulnerable young people provided by the model will not only aid earlier identification of vulnerabilities but also promote the use of earlier cost effective interventions and ensuring

better decisions are made. The model will introduce a quantifiable and objective risk assessment which can be managed across partner agencies.

The deployment of this model in a multi-agency environment will undoubtedly better safeguard the most vulnerable children through better risk management and early cohort identification for specific interventions.

Perpetrators - also targeted via Local Joint Action Groups, OMPF and ASB interventions. Refer to the Offender and Perpetrator section for more information.

OUR LOCAL NEEDS

There has been a 37.6% reduction in risk in the Community MARAC cases, reduced repeat victimisation, improved agency accountability and provide additional support for agencies who manage high-risk cases. This has included victims of Anti-Social Behaviour, hoarders, and those being exploited who do not reach Safeguarding thresholds. The cohort was 53% male and 47% female. There were a range of vulnerabilities identified within the cohort

Vulnerability within our community is sometimes hidden, early identification and intervention can help to safeguard and reduce risk.

Borough	Anti-Semitic	Disability	Faith	Islamophobia	Racist	Sexual orientation	Transgender
Brent	11	0	93	73	636	58	0

including Mental Health, Substance misuse, Repeat victim/perpetrator, Physical Disability, Forensic History, Vulnerable minority e.g. religious, political, cultural, Learning Disability, Sex worker and Homelessness.

Mental Health 37% and Substance misuse 21% were the most prominent vulnerabilities identified in cases respectively. Over 50% of the cohort had multiple vulnerabilities identified.

Nearly 80% of all hate crimes are based on race, religion/faith or ethnicity.

There has been an increase in reported hate crime across all the strands, however under-reporting continues to be a problem.

Using the MOPAC dashboard (data available from the previous 12 months up to June 2017) of recorded data, we can develop a picture of hate crime in Brent. This data will include hate crimes reported/recorded during the EU referendum period.

Vulnerability within our community is sometimes hidden, early identification and intervention can help to safeguard and reduce risk.

OUR AIMS AND STRATEGIC INTENTIONS

Aims of Community MARAC and Hate Crime are to:

- Share information to increase the safety, health and wellbeing of vulnerable individuals, including adults and their children
- Determine the level of risk that is posed to the victim/ vulnerable individual and associated children, and whether there is any risk to the general public
- Construct and implement a risk/case management plan that provides professional support to all those at risk and that aims to reduce the future risk of harm
- Reduce repeat victimisation

- Improve agency accountability
- Improve support for staff involved in high risk cases
- Contribute to the development of best practice
- Identify policy issues arising from cases discussed within the Community MARAC and raise these through the appropriate channels.

The Community MARAC and Hate Crime Conference is designed to enhance existing arrangements.

Aims of Prevent:

In addition to the Prevent Strategy, Local Authorities are listed as a ‘specified authorities’ under the Prevent Duty, Counter-Terrorism and Security Act 2015. The duty sets out 6 areas where a Local Authority must evidence activity, they are:

- A risk assessment
- An action plan
- Partnership work
- Staff training
- Understanding and supporting other agencies and organisations supporting children
- Understanding and supporting out of school settings supporting children.

Aims to tackle CSE:

Tackling CSE remains a core focus of our Children and Young people service and is clearly evidenced within the Early Help strategy. The service aims to work collaboratively with current models such as the Signs of Safety approach and more recently the implementation locally of the contextual safeguarding model to work preventatively (especially in relation to peer on peer abuse) and in supporting vulnerable young people. Partnership operations are integrated into the CSE response models and participate in the Vulnerable Adolescent Panel to address overarching themes between CSE, Gangs and Missing issues.

For more information on the Vulnerable Adolescent Panel, please refer to the CSE strategy.

- To establish a Vulnerable Adolescent Analyst post to develop understand and intervene more effectively with our most vulnerable young people and lead on peer network mapping.
- Joint work with CYP, Police, Community Protection and Partners to develop a Brent approach to mapping peer networks and using this to target intervention and disruption activity.
- Exploring additional funding opportunities to provide increased support to children at risk of CSE.

The most vulnerable adolescents in Brent are identified and have appropriate interventions in place in order to increase resilience and reduce risk.

Data analysis through the Vulnerable Adolescent Panel to track Young People and interventions to ensure appropriate interventions are in place including:

- CSE 1:1 work with girls at risk
- Harmful Sexual Behaviour 1:1 work for boys

- Abianda 'girls and gangs' (group work)
- Air Network
- St Giles Trust
- Wider partners' response.

The consolidation of these aims are reflected in the overarching strategic priorities of:

- Supporting and protecting those most vulnerable in our community
 - CSE – identifying those at risk and Safeguarding them
 - Supporting victims of crime to reduce fear and increase safety
 - Promoting the Prevention of Hate Crime
 - PREVENT to safeguarding those most at risk of radicalisation and extremism
- Our overarching outcomes are listed in Appendix 2 and supported through the action plan in Appendix 3, also aligned to the Brent Stronger Community Strategy.

CASE STUDY

SM is a 62 year old, Jewish, white British female, who lived alone in a Housing Association ground floor property. She has a medical diagnosis of methadone dependency, depression, anxiety and social phobia. She also has chronic psoriasis and arthritis affecting her hands and lower limbs which at times gives her pain. She is able to manage her daily living activities such as washing, dressing, and occasionally going out or even riding a bicycle, but her diagnoses and associated difficulties means she is frequently unable to keep appointments or deal with necessities such as filling in forms.

When visited the property was found in an appalling condition; Every room was cluttered, unclean and malodorous. The bathroom was out of use. All windows had been broken and covered with either hardboard or black polythene. There was substantial graffiti across the hardboard including a symbol of a Swastika. The outer and

inner doors had been kicked in and the locks broken. There was no electricity or hot water, and the boarded-up windows meant it was very dark. Others who regularly visited the property were using Class A drugs, which presented a fire risk from naked flames, and had a huge impact on neighbours and the wider community.

SM made 9 disclosures to different professionals that her property had been taken over and she was powerless to prevent entry. Housing and Adult Social Care appeared to focus on the state of the property with losing sight of the exploitation and vulnerability.

Police evidence positions SM as vulnerable woman, being exploited by X and Y, drug dealers who initially coerced and on occasion forced their way into her flat to use it as a base from where to chop crack cocaine for dealing. X and Y both have substantial histories of drug dealing and it is believed that they plied SM with crack cocaine in order to keep her quiet. SM is a heroin/crack cocaine addict.

The case was referred to the Community MARAC, where workers presented their knowledge of the victim, location and any offenders. The meeting drew key actions together to safeguard SM, including a successful crack house closure, access to drug rehabilitation, and moved into alternative accommodation with support. The perpetrators were displaced and as part of wider policing activity captured and convicted. The community MARAC was able to bring multiple concerns together to create a full picture of risk and harm, then plan multiple steps of action to safeguard.

DELIVERABLES IN BRENT – TAKING ACTION

Community MARAC

- Shared key information to increase the safety, health and wellbeing of vulnerable individuals, including adults and their children
- Determined the level of risk that is posed to the victim/ vulnerable individual, associated children, and whether there is any risk to the general public
- Constructed and implemented a risk/case management plan that provides professional support to all those at risk and aims to reduce the future risk of harm

- Reduced repeat victimisation for clients referred
- Improved agency accountability



- Improved support for staff involved in high risk cases
- Contributed to the development of best practice for London
- Identified policy issues arising from cases, discussed these within the Community MARAC and raised these through the appropriate channels.

Prevent

- Delivery of Channel - the multi-agency case conference, chaired by the local authority, which meets monthly to discuss those who are most at risk of being drawn into support for terrorism and affiliated groups
- Coordination of Channel referrals, Prevent Projects and related training
- Prevent case management
- Maintaining our duty and requirements for Prevent
- Prevent Outreach as part of the Stronger Communities Strategy.

Child Sexual Exploitation (CSE)

- The daily Integrated Risk Management meeting and Gangs Intel Hub meeting monitors any possible links of concern to CSE, referring directly to CSE pathways if needed
- MASE Panel and Vulnerable Adolescent Panel (VAP) – providing strategic oversight and partnership response
- All commissioned IDVAs and social workers have been trained by a specialist CSE worker to enhance their knowledge on CSE
- Utilising CCTV to support identify vulnerable, missing young people
- Utilising peer mapping models, intervention workers (harmful sexual behaviour and CSE) and developing contextual safeguarding approaches.

Predictive model

- Identified as part of the outcome based reviews to develop the model into the testing and pilot stage.



Reducing Anti-Social Behaviour (ASB)

- Tackling harmful behaviour in our shared public spaces
- Addressing offenders of ASB
- Supporting to reduce the risk and harm caused by ASB
- CCTV use across vulnerable locations for an evidence based intervention
- Target hardening and strengthening Burglary hotspot locations
- Using tools and powers to remove Open drug
- Utilising Met Patrol Plus to support local enforcement and intervention.

Area Targeted Intervention: Wembley Central, Harlesden, Stonebridge, Tokyngton, Kingsbury, Willesden

WHAT WE KNOW

The London Assembly Police and Crime Committee report (January 2018) describes Anti-Social Behaviour (ASB) as complex and highly emotive, which is a

widespread concern for many Londoners. It often has a devastating impact on quality of life, and incidents that appear minor can have a cumulative effect and lead to more serious criminal behaviour.

At its extreme, Anti-Social Behaviour has led to people taking their own lives or driven them to violence. Whilst it is clear that action must be taken against perpetrators, it is also essential that victims are protected and feel confident that they will be treated appropriately.

Home Office Guidance

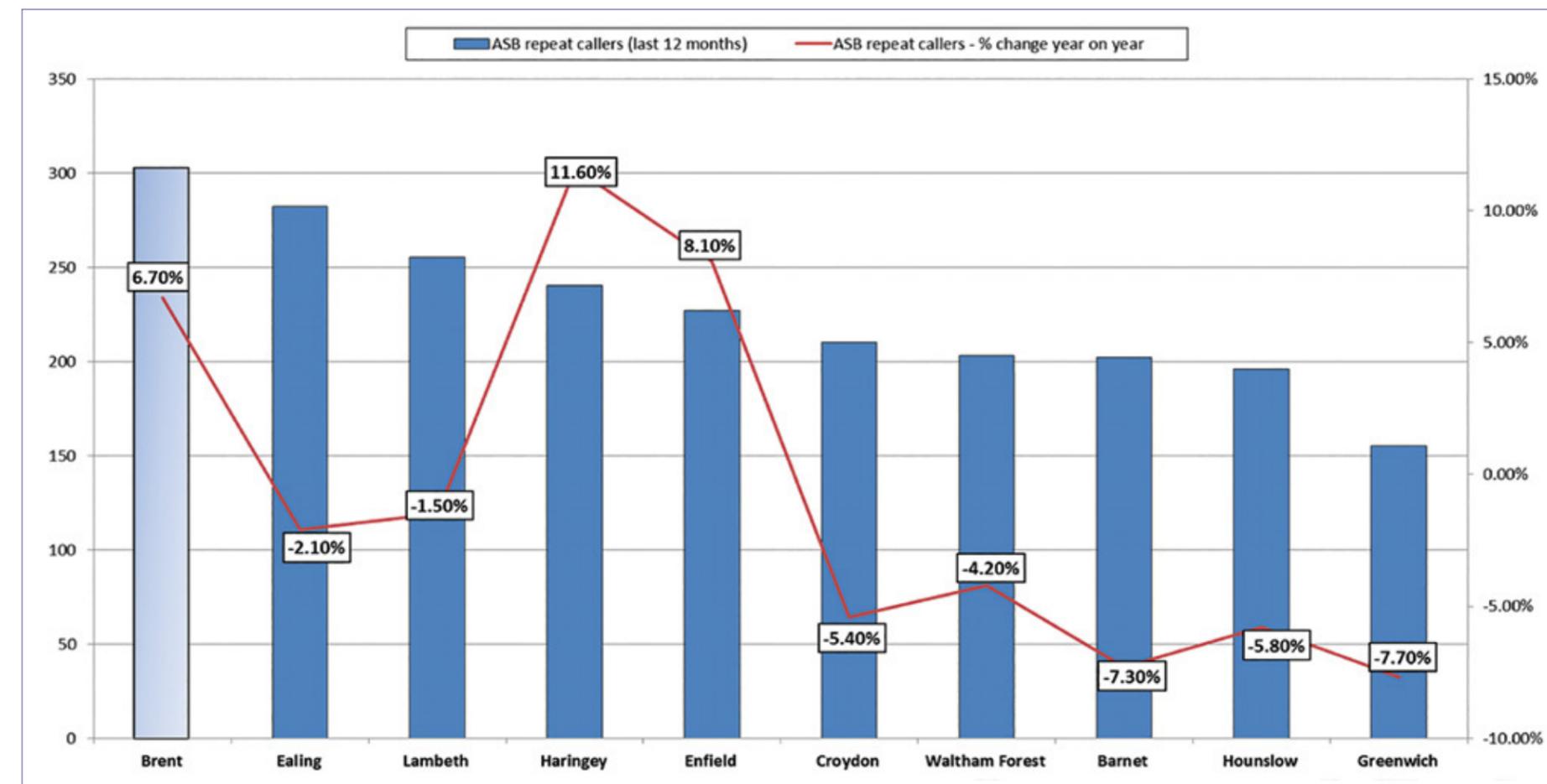
In December 2017 the Home Office updated guidance on use of the ASB tools and powers under the Act, ensuring that the powers are used appropriately to provide a proportionate response to the specific behaviour that is causing harm or nuisance without impacting adversely on behaviour that is neither unlawful nor anti-social. <https://www.gov.uk/government/news/new-guidance-on-the-use-of-the-anti-social-behaviour-crime-and-policing-act-2014>

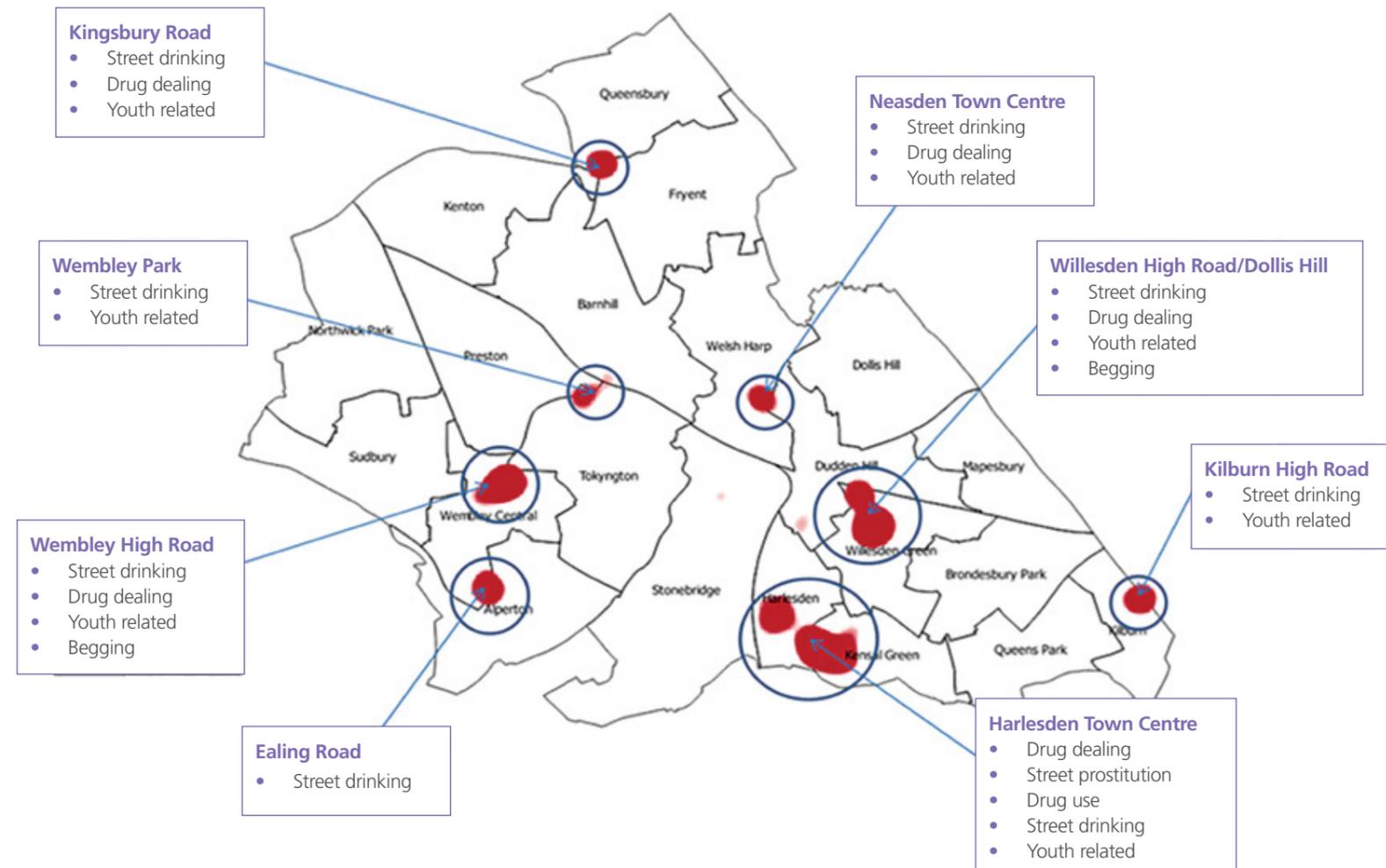
The Council entered into a S.92 Agreement with the Metropolitan Police Service to fund a council owned and tasked police team consisting of 12 Police officers to work solely on Safer Brent Partnership priorities. The team is known as the Partnership Tasking Team (PTT) and started with the Council April 2017.

OUR LOCAL NEEDS

Brent ASB calls have reduced, however Brent has the highest number of ASB repeat callers, in comparison to the most similar London boroughs, in the last 12 months, increasing by 6%. Brent's ASB recorded data from December 2016 to December 2017 has shown the top three reported categories, to be open drug markets (often inter related with gang activity), rough sleeping and street drinking. Refer to Appendix 1 for full details in the Strategic Assessment.

A high proportion of repeat ASB callers were attributed to customers impacted by the cohort seeking casual labour work in the area. As a result a Public Spaces Protection Order (PSPO) was implemented in 2015 at Honey Pot Lane to tackle nuisance attributed with demand for the causal





labour market. This was extended and varied for 3 years on 21 December 2017 up until 20 December 2020 to eliminate the root causes of the problem and work more closely with the main identifiable groups affected, who are the Roma community and they will be supported and signposted to the Works Right Centre, a registered charity specialising in supporting EU nationals in Brent. We will continually review and consider the impact on all marginal groups affected by the PSPO and ensure support is available.

From November 2017 to January 2018 there have only be 4 ASB calls to the police relating to nuisance attributed to HoneyPot Lane PSPO. The Cricklewood Broadway PSPO order implemented on 20 December 2015 was discontinued in December 2017 following effective policing to reduce the nuisance in the area substantially.

Continuing analysis of trends is paramount to stay on top of police and strategy tasking. There were approximately 1,159 calls to the Police which had an alcohol flag between 30/11/2015 and 29/11/2016. A further analysis using voluntary sector data and local intelligence indicated 5 areas within the 12 priority

areas as being most problematic. A PSPO pilot was conducted in April 2017 for 6 months in those priority areas and Brent implemented a Borough wide Public Spaces Protection Order to prohibit Street Drinking on 20 October 2017 up until 2020.

Extra resource and targeted approach:

Police Partnership Tasking Team (PTT)

The Partnership tasking team to date have recorded 794 incidents related to Anti-Social Behaviour (ASB) since joining the Council through council revenue funding in April 2017. Over the first four quarters to date ASB has attributed to on average 52% of the PTT activity which is consistent with the volume of work required in these hotspot areas and the ongoing enforcement of Public Spaces Protection Orders (PSPO). Quarter 3 also shows little or no PSPO enforcement as incidents of violent crime and robberies had increased in Brent, realigning PTT priorities to assist the borough policing tactics. In addition current analysis shows the demand for casual labour decreases in the winter months as the main identified cohort return to their country of origin. Over the next 3 years, the PTT will increase their

application of the tools and powers under the ASB Act, such as Closures and Criminal Behaviour Orders.

As a result of proactive partnership response;

- 23 individuals were identified as causing anti-social behaviour and drug dealing in the area.
- All individuals were warned by their landlords and the implications regarding their tenancy.
- 15 individuals issued with Community Protection Warnings.
- 9 individuals were issued with full Community Protection Notices for breach of the Community Protection Warnings.
- Over £600 Fixed Penalty Notices have been paid for breach of the Community Protection notices
- 1 individual was prosecuted in court for breach of the Fixed Penalty Notice.
- 1 Criminal Behaviour Order was obtained for the most prolific and persistent offender, who was convicted of drug dealing.

A review of calls after 8 months of LJAG tasking and partnership intervention, had shown a reduction to

CASE STUDY

ASB in Chapter Road - Reports received from anonymous residents and the Willesden Ward Councillors in June 2016 regarding a group of at least 20 youths and young men (ranging from 15 to 20/30 years of age) loitering, making excessive noise, intimidating, smoking drugs, urinating, drinking, littering, drug dealing, daily outside Dollis Hill Tube Station between 7pm and 3am in the morning.

The case was referred to the Local Joint Action Group (LJAGS) Kilburn Cluster and diary logs were sent to all residents in the area to get details on times / frequency of activity to shape enforcement patrols. Police also implemented Dispersal Orders over the weekend to given them the legal requirement to stop individuals in the area and obtain their name and addresses. The Police Partnership Tasking Team were tasked to the area, daily over an 8 month period to identify the problems and deal with criminal behaviour.

The Anti-social Behaviour Team also worked with landlords through the LJAGs to issue tenancy warnings for individuals identified and schedule meetings with their families to highlight the risk of eviction. Change Grow and Live (CGL) were also tasked over an 8 month period to provide outreach in the area and offer treatment and support to those who suffered from substance misuse issues.

9 calls on average every month, a 55% reduction in calls. As a result of this case, a 5 stage Community Protection Notice process has been agreed with the police to escalate quicker to criminal behaviour orders for our persistent offenders involved in criminality. The area continues to be monitored as part of ongoing prevention work.

OUR AIMS AND STRATEGIC INTENTIONS

- We aim to continue with our intelligence IQed area based approach using analytical products and reports.
- There will be appropriate use of Anti-Social Behaviour tools and powers for ASB nominals identified and more emphasis on applying for Criminal Behaviour Orders for prolific perpetrators who are involved in the open drug markets.
- Continue to reduce anti-social behaviour repeat calls to the Police and Council.
- Continue to reduce the nuisance attributed with the Honeypot Lane Public Spaces Protection Order as we successfully achieved with the Cricklewood Public Spaces Protection Order which was

discontinued in December 2017.

- We will work closely with the Neighbourhood and Town Centre Managers in Regeneration and Environmental Services.
- We will work closely with neighbourhood watch schemes, resident and community groups in Brent to ensure communities are empowered to not only self-police their streets but are supported through localised crime alerts and the Community Trigger process.
- Going forward the PTT will increase their application of the tools and powers under the ASB Act.

Overarching outcomes are listed in Appendix 2

DELIVERABLES IN BRENT – TAKING ACTION

We will continue to deliver a customer facing service for all Anti-Social Behaviour related problems in all wards in Brent through the use of our coordinated LJAGs and multi-agency cross-service area based approach.

Closure Order	11
Community Trigger	28
CPN Warning	40
CPN Notice	14
FPNs – Breach of CPN	93
PSPO Warnings	133
FPNs – Breach of PSPO	23
PSPO – Implemented	9

We will use a range of tools and powers under the ASB Crime and Policing Act 2014 which will be monitored at the Local Joint Action Group (LJAG). Including:

- Closure Notices and Orders
- Criminal Behaviour Order (CBO)
- Public Spaces Protection Order (PSPO)
- Community Protection Notice (CPN)
- Civil Injunctions
- Absolute Grounds of Possession.

Since the enactment of the ASB Crime and Policing Act 2014, there has been use of the new tools and powers to combat these local issues and to date have enforced by the Anti-Social Behaviour Team:

There will be a robust policing plan to tackle street drinking, open drug markets and nuisance attributed with casual labour markets by concentrating enforcement in hot spot areas. Offender management will link into wider Offender Management programmes, as we see the link between on street drug dealing and gang related offending. Offender management for the PSPO areas will also be monitored through our LJAGs on a monthly basis and there will be an annual review of fixed penalty notices and legal prosecutions, including a reduction in demand to the Council year on year. PSPOs will also be reviewed year on year and varied or withdrawn if required.

We continue to evaluate particular trends in the Borough and our response to those problems on a year on year basis as crime and ASB trends to change and fluctuate our approach to assessing Victim, Offender and Location allows us to create a

dynamic and multi-directional approach to ASB. This will continue and develop as we better use of our predictive modelling.

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

1. There are three Local Joint Action Groups (LJAGs) which deal with locality-based problems through a multi-agency, evidence-led problem oriented approach and individuals who cause the most alarm, harassment and distress to residents in Brent. This includes prevention through diversion and support, and utilising enforcement options where necessary. These are co-terminus with police cluster boundaries and cover Kilburn, Harlesden and Wembley.

LJAGs have the ability to direct mobile CCTV resources.

2. The other is the use of the Community MARACs – (see section reducing Vulnerabilities and increasing safeguarding)

Deployment of mobile CCTV cameras in hot spot area will be managed through the LJAGs and we will work closely with the CCTV unit, using fixed and mobile CCTV monitoring to identify offenders through continued analysis and assessment.

Enforcement:

The current PSPO orders are enforced by the Partnership Tasking Team and local Safer Neighbourhood Team, but there are plans in



place to develop a Council pool of enforcement from April 2018 through the Enforcement Practitioners Group which sits within Regeneration and Environmental Services.

The PTT have also supported ongoing enforcement activity for anti-social behaviour attributed with shisha bars leading to recent Closures under the ASB Legislation and brothel enforcement under the Sexual Offences Act with plans to sustain this level of enforcement in our priority areas

We plan to further strengthen links with the Neighbourhood and Town Centre Managers for more support and buy-in from residents and businesses, to tackle our priority areas holistically, moving to a community solution and resolution. This area based approach will be developed at the Councils Enforcement Practitioners Group where services such as Waste Enforcement, Private Housing, Nuisance Control,

Licensing, Trading Standards and Planning are represented.

We will also improve our area based approach via the PTT and enforcement pool of officers

providing neighborhood patrols to tackle street drinking, open drug markets and nuisance properties, prioritising more of our resources in Neasden Town Centre, Harlesden, Wembley, Willesden and Kingsbury for intensive partner enforcement operations. The operations will be programmed throughout the year with localised publicity campaigns to inform residents of action taken.

We are in active consultation with Park Services and resident groups to implement Public Spaces Protection Orders in Brent's Parks in 2018 and develop effective Council led enforcement strategies over the spring and summer months.

In the near future we hope greater integration of ASB services for an enhanced One Council response, through proposed merging of the council Core ASB team and Brent Housing Management ASB functions.



Glossary

Abbreviation	
ASB	Anti-Social Behaviour
CCG	Clinical Commissioning Group
CCTV	Closed Circuit Television
CBO	Criminal Behaviour Order
CSP	Community Safety Partnership
CYP	Children and Young People Department
CPN	Community Protection Notice
DA	Domestic Abuse
DV	Domestic Violence
DVIP	Domestic Violence Intervention Project
EoC	Edge of Care
HKC	Habitual Knife Carrier

IDVA	Independent Domestic Violence Adviser
IRM	Integrated Risk Management
LSCB	Local Safeguarding Children's Board
LJAG	Local Joint Action Group
MASE	Multi Agency Sexual Exploitation
MET	Metropolitan Police
OMPF	Offender Management Programme Forum
PSPO	Public Space Protection Order
PTT	Partnership Tasking Team / Met Patrol Plus
SNT	Safer Neighbourhood Team
VAP	Vulnerable Adolescent Panel
VAWG	Violence Against Women and Girls

Appendix 1

Local Strategic assessment

SAFER BRENT PARTNERSHIP PRIORITIES

Strategic Assessment Overview

The annual strategic assessment gives an overview of the current and long-term issues affecting or likely to affect the Safer Brent Partnership over the next 12 months. The strategic assessment provides the intelligence and evidence base to identify, understand and tackle priorities to improve community safety in Brent.

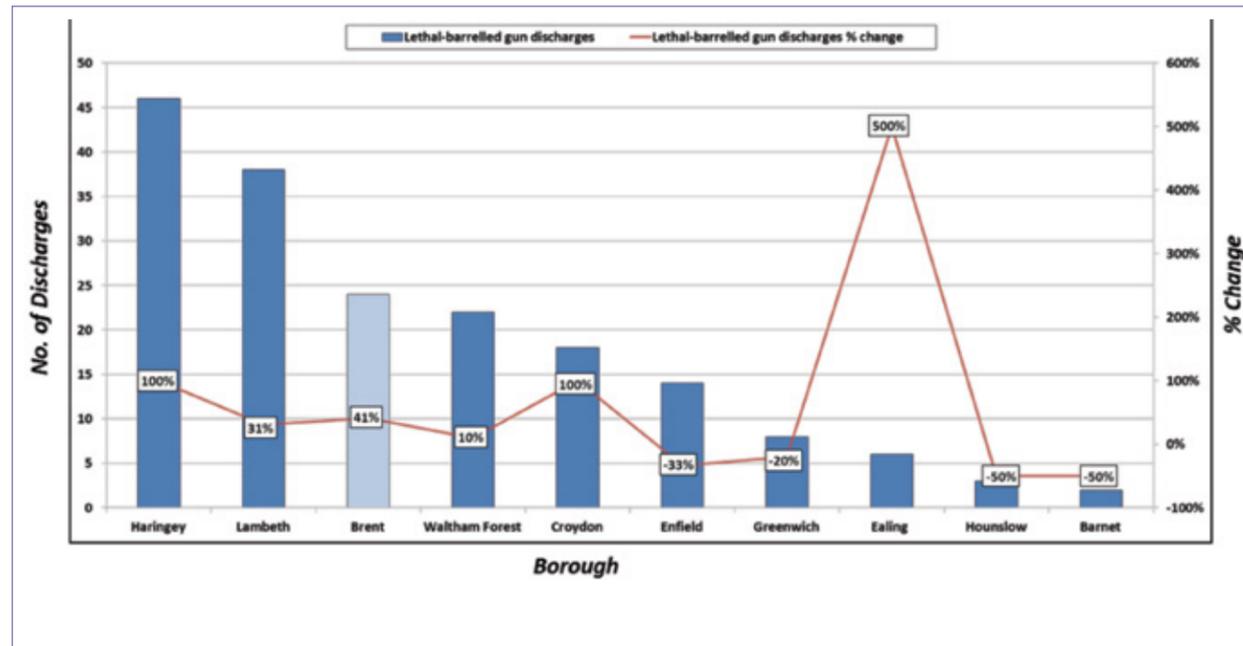
Priority
1. Reducing Gang Related Offending
2. Reducing Anti-Social Behaviour
3. Reducing Reoffending
4. Reducing Extremism, Hatred and Intolerance
5. Reducing Violence and Vulnerabilities
5a. Reducing Domestic and Sexual Abuse
5b. Reducing Child Sexual Exploitation

Please see on following pages, a summary assessment of the current strategic needs for each priority area. The data is generally from the current 12 month period (28/06/2017 to 27/06/2018) and compares against the previous 12 month period (28/06/2016 to 27/06/2017).

1. Reducing Gang Related Offending

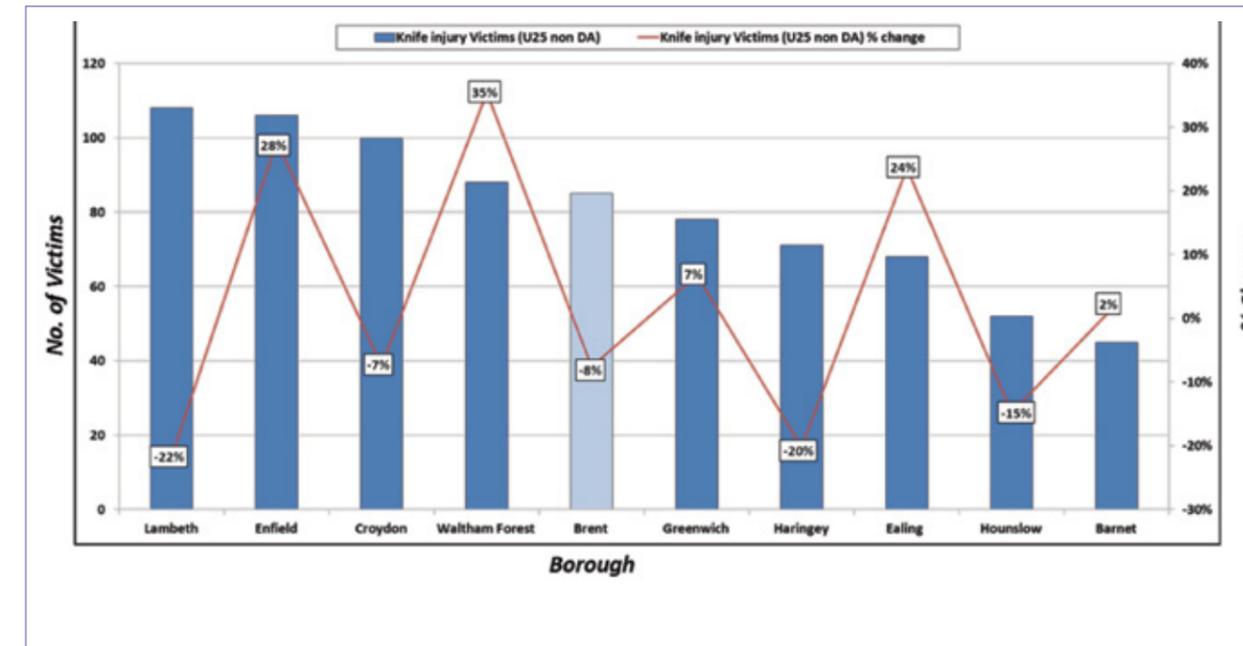
Measurable Indicators:

Lethal-barrelled gun discharges



Brent has the third highest number of lethal-barrelled gun discharge incidents, in comparison to the most similar London boroughs, in the last 12 months. The number of lethal-barrelled gun discharges has increased by 41% from the previous 12 months. Three other boroughs have seen larger

increases in lethal-barrelled gun discharges, in comparison to Brent.



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

Brent has the fifth highest number of knife injury victims under the age of 25 years old (non-domestic related). The number of knife related

injuries under 25 years old has decreased by -8%, which is the fourth largest decrease within the most similar group.

Despite the current decrease in Knife injury victims under the age of 25 years old (non-domestic

related), it should be highlighted that Brent had the highest number of knife crimes (811) within its most similar group, and saw the highest year on year increase (56.3%).

Gang Matrix

In April 2018 the Metropolitan Polices Gangs matrix for Brent has 216 identified/monitored gang members of which 136 are in the community, and 80 are in Prison. The Brent gangs' cohort is over 90% male, 80% black, and has an average age of 24 years old. The long standing gang issues in Brent have created a cohort, which is older than most London boroughs. Currently only 7.3% of the cohort are 17 years old or under, compared to the London average of 20%. Work is currently being developed to better identify our youth gang associates, including our enhanced partnership intelligence and focused deterrence forums.

The profiles of offenders for the two proxy gang indicators over the last 12 months shows a similar pattern to the gang's matrix.

The profile around the lethal-barrelled gun discharges is representative of the established gang

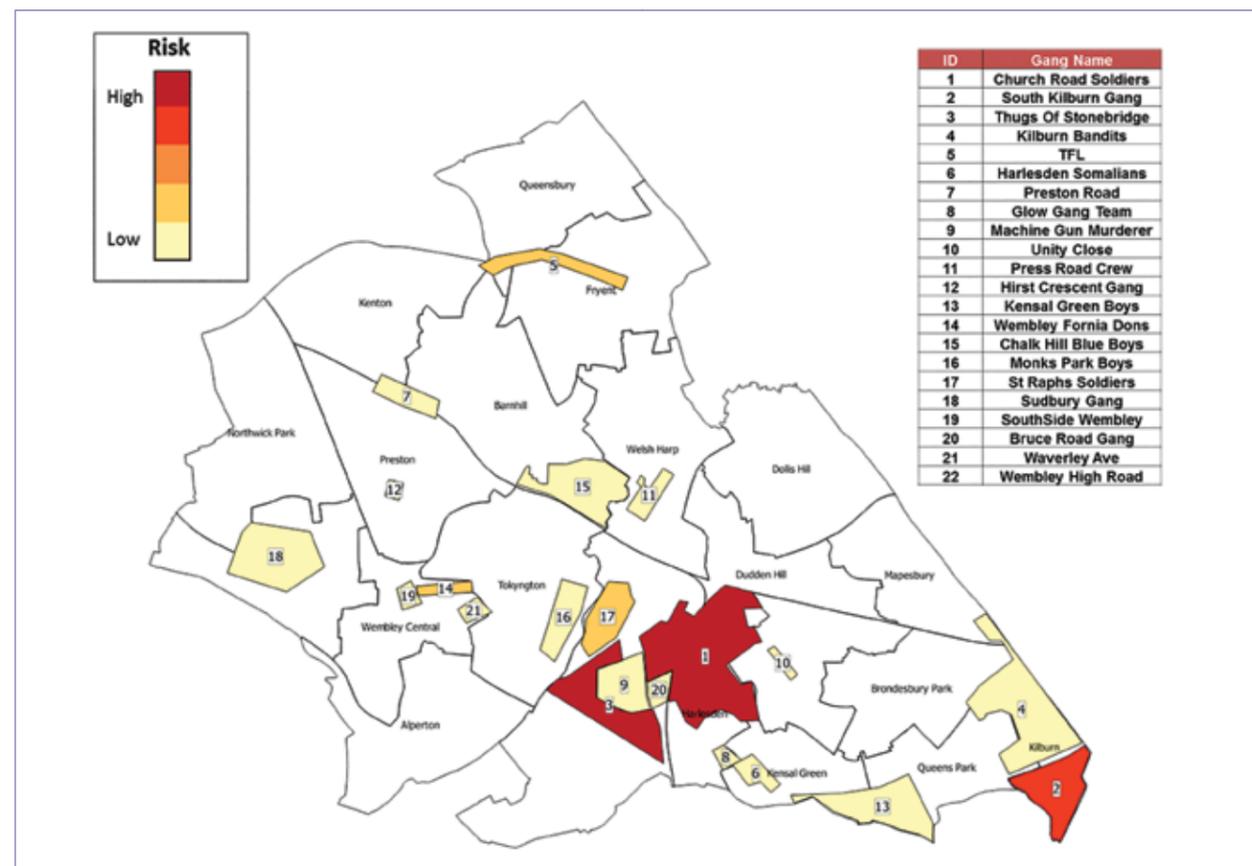
profile - most likely to be able to access firearms. The offenders were exclusively male, 90% black, and an average age of 26.

The Knife injury victim data is more likely to capture emerging gang issues that are not necessarily currently reflected on the gang's matrix, but reflective of youth associated to gang activity.

Locations, Threat and Risk

Based on the Metropolitan Polices gangs matrix there are currently 22 gangs in Brent. This is an increase in one from last year.

The gang's matrix is based on a rolling 3 years of crimes and intelligence on Brent gang members. When the individuals gang members risk score is accumulated by gang; Church Road/Church End Estate, Stonebridge Estates and South Kilburn Estate are the highest gang risk areas in Brent. The highest risk gang areas have remained unchanged from 2016. The three areas are similar in nature i.e. large social housing estates, with above average levels of deprivation, poverty and high levels of vulnerability within the community.



The below table shows the breakdown of murders in Brent from 2013 to 2017:

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

Overall murders and particularly gun related murders decreased in 2017 compared to 2016. Despite the overall decrease in murders, knife enabled murders increased in Brent in line with London and National trends. This increase in knife related violence is an emerging threat that is being closely monitored. The Police have introduced a Habitual Knife Carriers (HKC) matrix similar to the gang's matrix, which risk scores individual against knife related offences and intelligence over the last two years. Brent currently has 43 nominals on the HKC matrix of which 40% are also on the gang's matrix, which demonstrates the impact gang activity has on knife crime. The cohort is

98% male and has an average age of 23 years old. The average age is only slightly lower by one year than the gangs matrix, however under 18s make up 19% of the cohort, which is a much higher proportion than 7.3% of the gangs matrix.

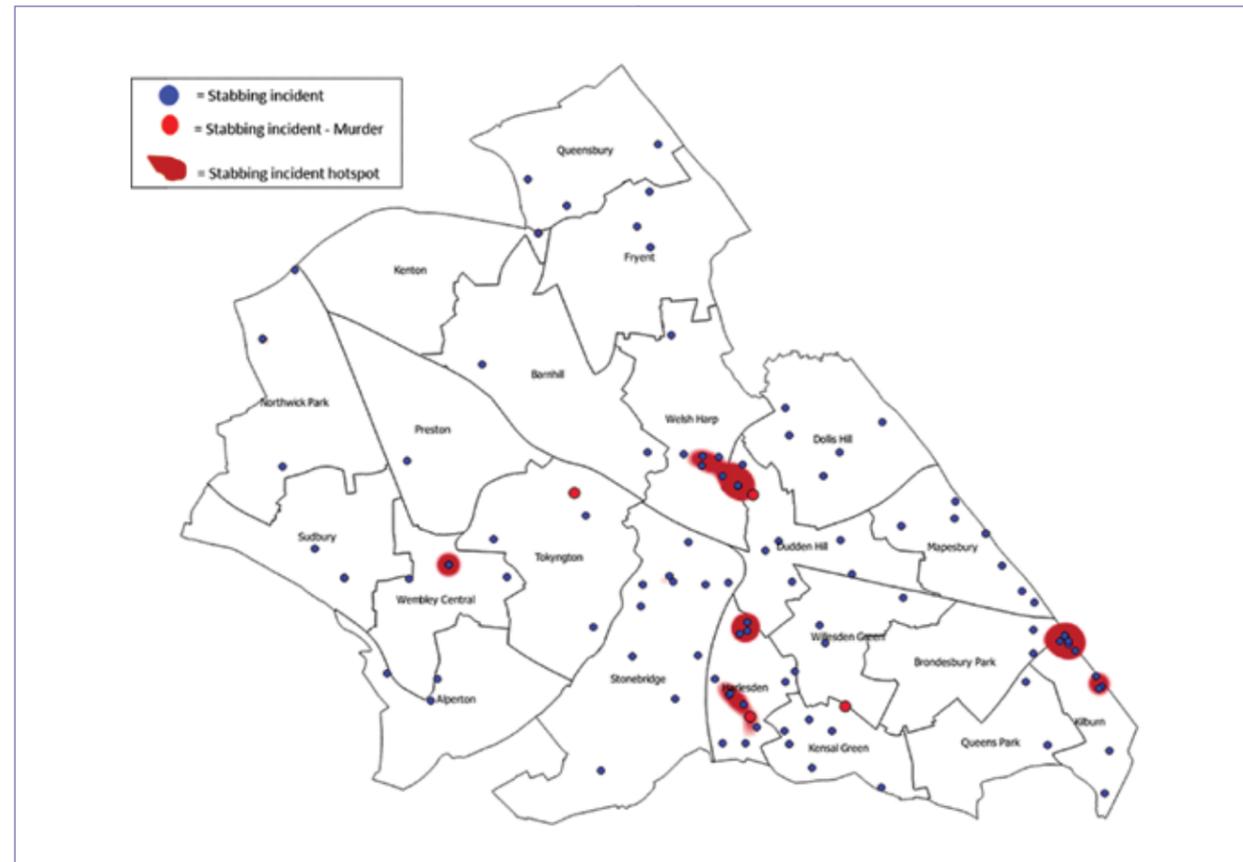
Stabbing incidents (non-domestic abuse)

The map right, shows the stabbing hotspots in Brent:

Stabbing incidents have occurred all across the borough, however there are five hotspots; Wembley High Road, Neasden Town centre/along Neasden Lane, Harlesden town centre, Old Church Road and Kilburn High Road. Three of the five knife related murders in Brent involved teenagers one of which was a child.

High harm, gang related offending in Brent continues to be high and above the average of our most similar group. The proxy indicators of lethal-barrelled gun discharge incidents and knife victims under 25 years old are currently seen to be the best measure of gang related offending in Brent.

In recent years, gang offending has been primarily linked to drugs markets and the related violent incidents. It must be considered, that gang offending is dynamic and their criminal activity may diversify, as agencies realign resources to tackle drug market activity. It is, therefore important that we continue to monitor other crime type trends, particularly for sudden spikes and crimes committed



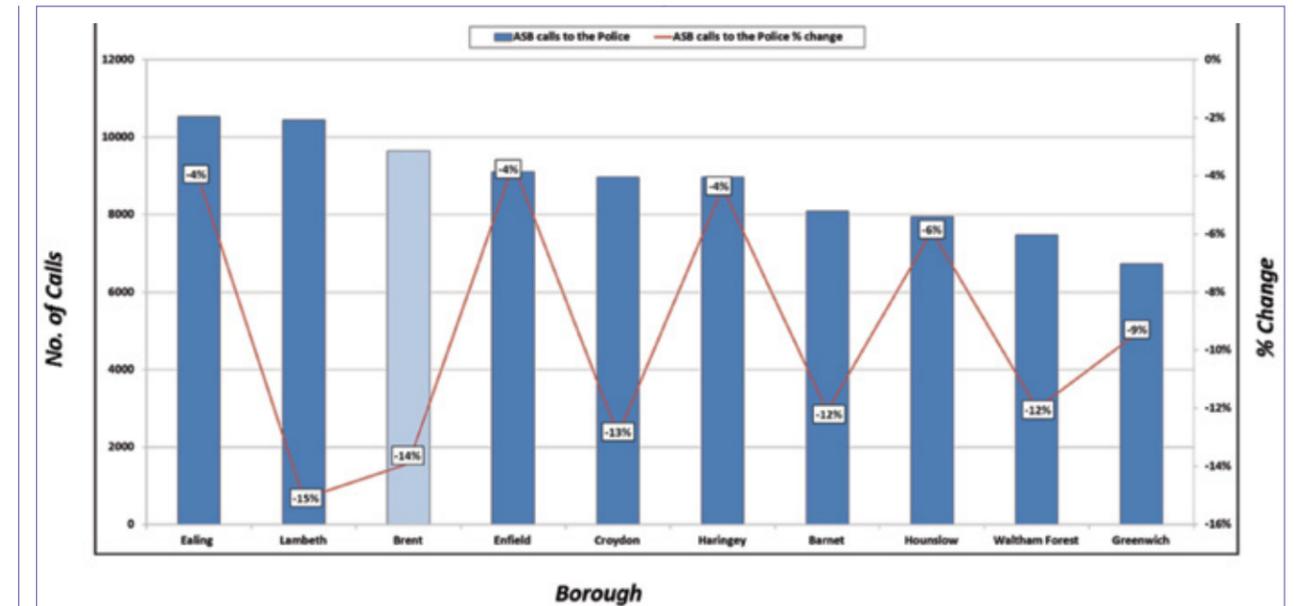
by multiple offenders. A recent example of a change in gang criminal activity has occurred in north and east London resulting in an increase in moped enabled robberies.

2. Reducing Anti-Social Behaviour (ASB)

Measurable Indicators:

ASB calls to the Police

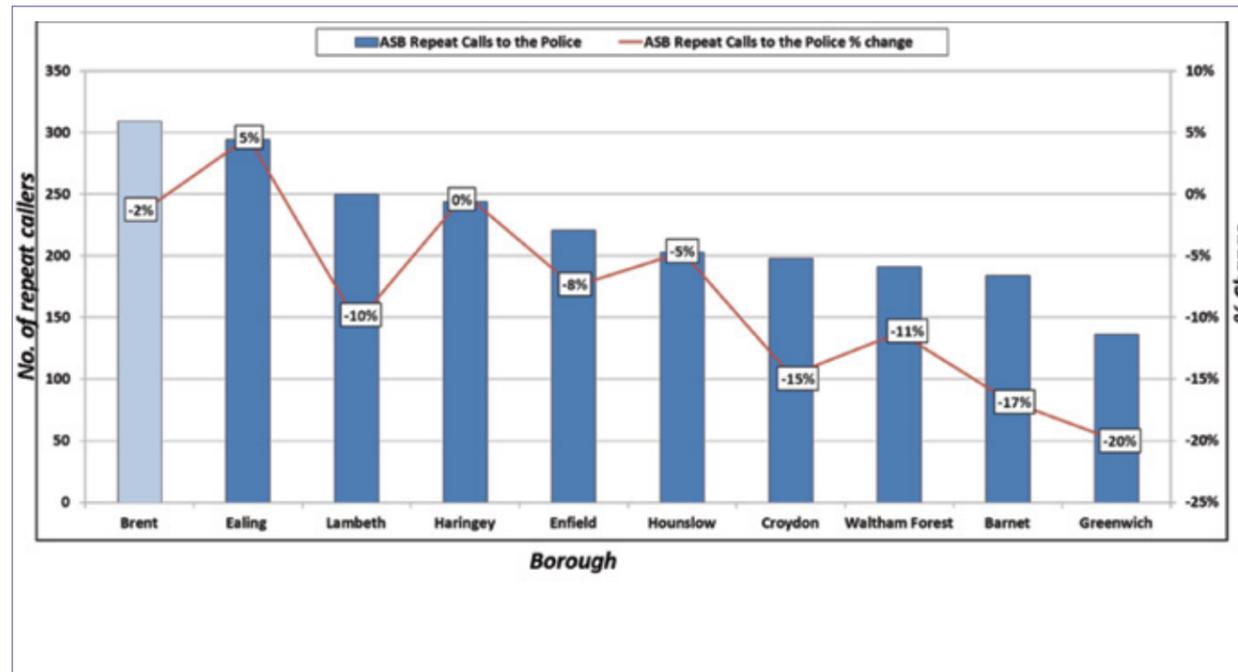
Brent has the third highest number of ASB calls, in comparison to the most similar London boroughs, in the last 12 months. The number of ASB calls to the Police has decreased by -14% from the previous 12 months. Brent has experienced the second largest decrease in ASB calls out of the most similar group.



ASB Repeat Calls to the Police

Brent has the highest number of ASB repeat callers, in comparison to the most similar London boroughs, in the last 12 months. The number of ASB repeat callers to the Police has decreased by -2% from the previous 12 months. The majority of the most similar group have also experienced a decrease in the number of repeat callers.

The Enforcement Practitioners Group within the Regeneration and Environment Department of the council has been set up to respond to such complex repeat complainant issues; as such issues tend to encompass an array of needs across the department.



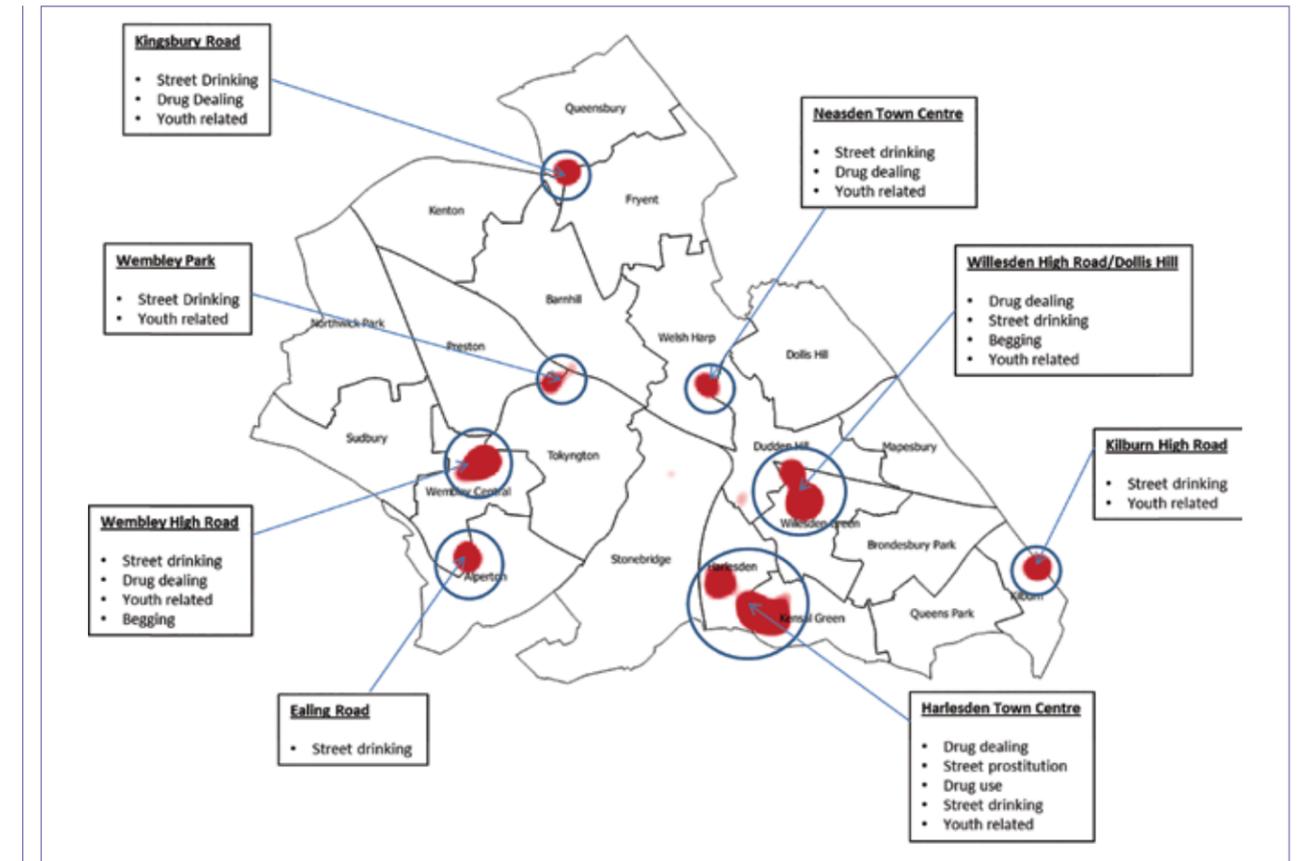
Hotspot Locations

The right map shows the ASB hotspot areas in Brent over the last 12 months:

The main hotspots continue to be the same town centres as the previous year. ASB in high footfall areas is dynamic and wide ranging, but is often driven by repeat callers including businesses such as betting shops, and takeaways.

ASB calls have decreased over the last 12 months, which is a positive and partly due to the proactive partnership approach to ASB call drivers, such as open drugs markets in Chapter Road and Wembley Central.

The number repeat callers have increased, however repeat callers can be a by-product of being proactive around ASB issues. Residents are often encouraged to make repeat calls to provide the evidence required for agencies to use the available ASB tools and powers. It is therefore important that we continue to distinguish between the different types of ASB repeat callers and identify those most vulnerable. Hotspot locations and the underlying issues which include vulnerable residents will continue to be monitored through the Local Joint Action Groups hotspot mapping process.



3. Reduction in Reoffending

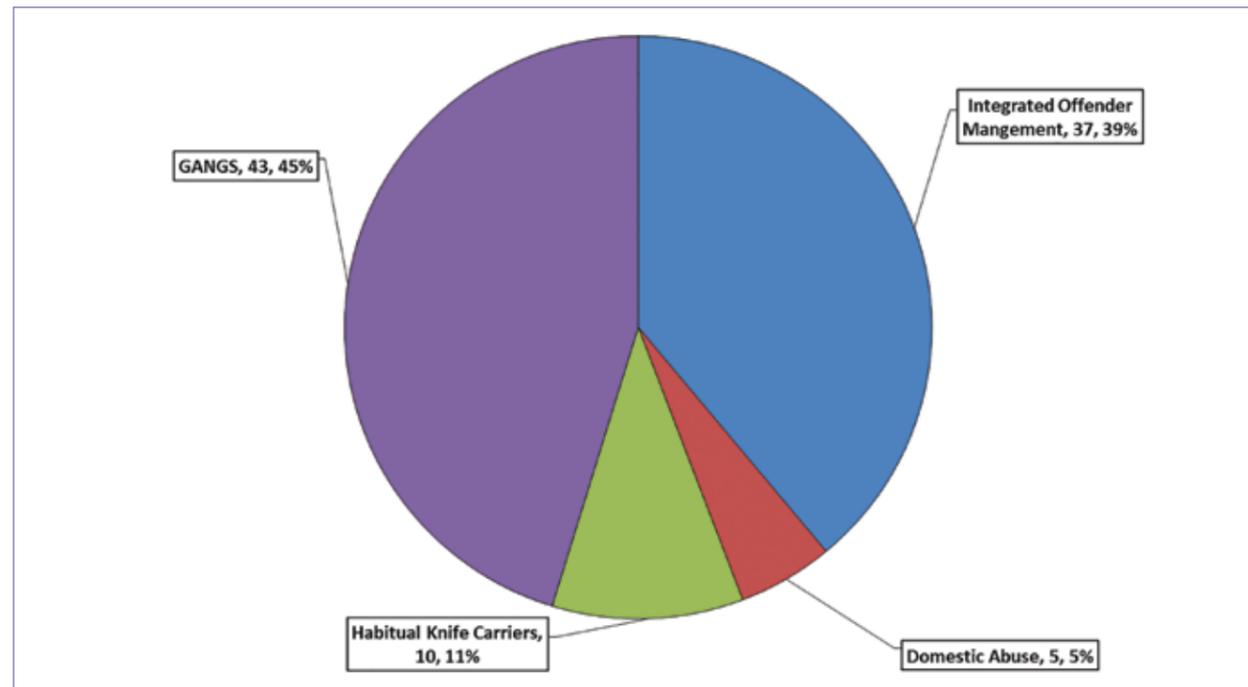
Measurable Indicator:

Offender Management Programme (OMP)

The Integrated Offender Management Programme has been replaced by the Offender Management Programme, which using the same wrap around model but is better aligned with the Safer Brent Partnerships priorities.

The pie chart right, shows a breakdown of the cohort by sub cohort:

In line with the reducing gang offending priority; gang related offenders now make up nearly half of the cohort with a further 11% from Habitual Knife Carriers. The programme also now works with domestic abuse offenders and the original reduced Integrated Offender Management cohort which offences are generally serious acquisitive crime such as burglary and motor vehicle crime. The overall cohort is 98% male and has an average age of 25 years old.

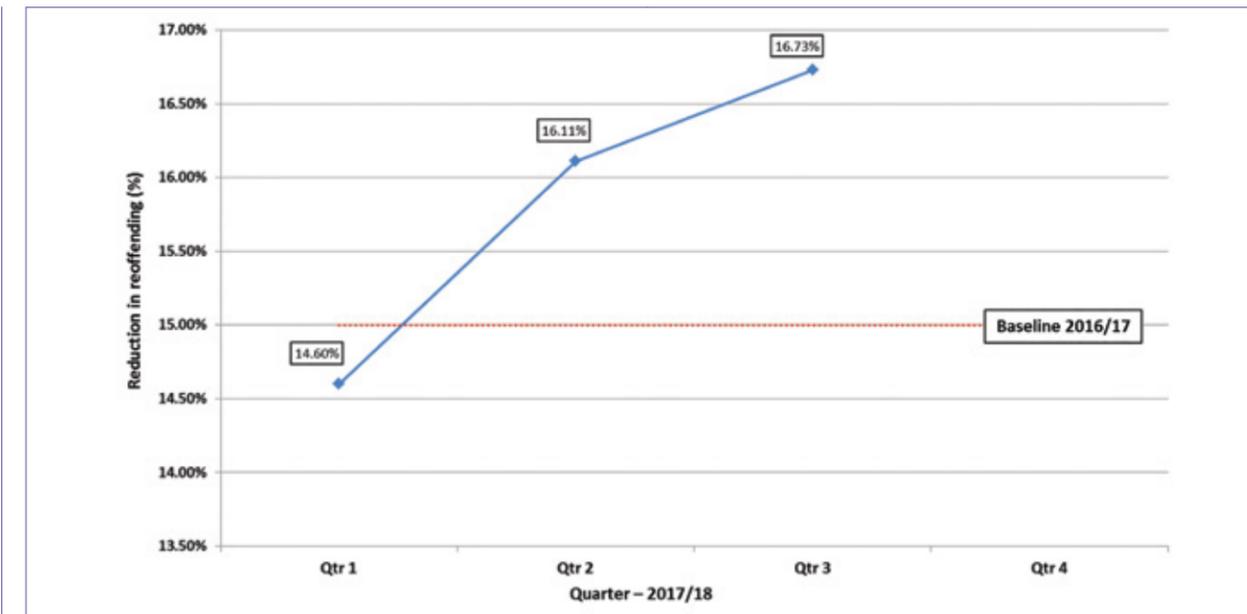


Reducing Reoffending (The Offender Management Programme)

The above line graph shows the reduction in reoffending within the Integrated Offender Management cohort of the OMP. The average reduction over the year to date is just above last year's baseline figure. The new Habitual Knife Carriers and Local Authority Gang cohort have been part of the programme for two quarters. Both of the new cohorts have seen large reductions in reoffending, however the programme is still in its infancy and it is currently too early to demonstrate a meaningful outcome.

Through a partnership approach we aim to target up to 200 offenders, (consisting of gang nominals, knife carriers and prolific IOM offenders), that cause the most risk to Brent residents, and themselves and offer a bespoke support package that will encourage them to reduce their reoffending and increase outcomes relating to the nine pathways of reoffending.

- Developing a local offender problem profile and a shared understanding of offender activity through the Annual strategic assessment which will



- support the delivery of the Offender Management Programme Forum (OMPF).
- Maximise the partnership's use of data from all agencies, to ensure a well-informed evidence and intelligence base partnership response to the offender types on the OMPF

- improve management of risk, threat and harm to victims and those high risk offenders on the OMPF.

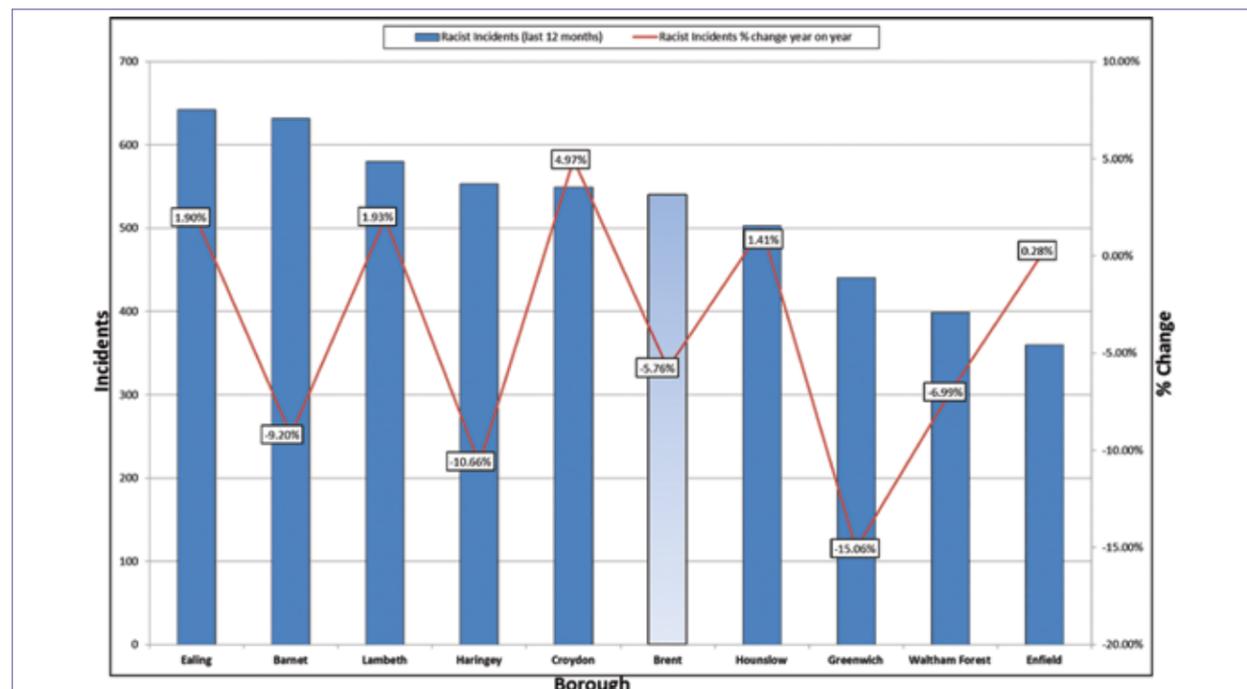
Improve outcomes relating to targeted interventions.

4. Risk of Extremism, Hatred and Intolerance (PREVENT)

Measurable Indicators:

Racist Incidents

Brent has the sixth highest number of reported racist incidents in comparison to the most similar London boroughs in the last 12 months. The number of racist incidents has decreased by 5.76% from the previous 12 months. Five of the other boroughs have seen increases in racist incidents this year.

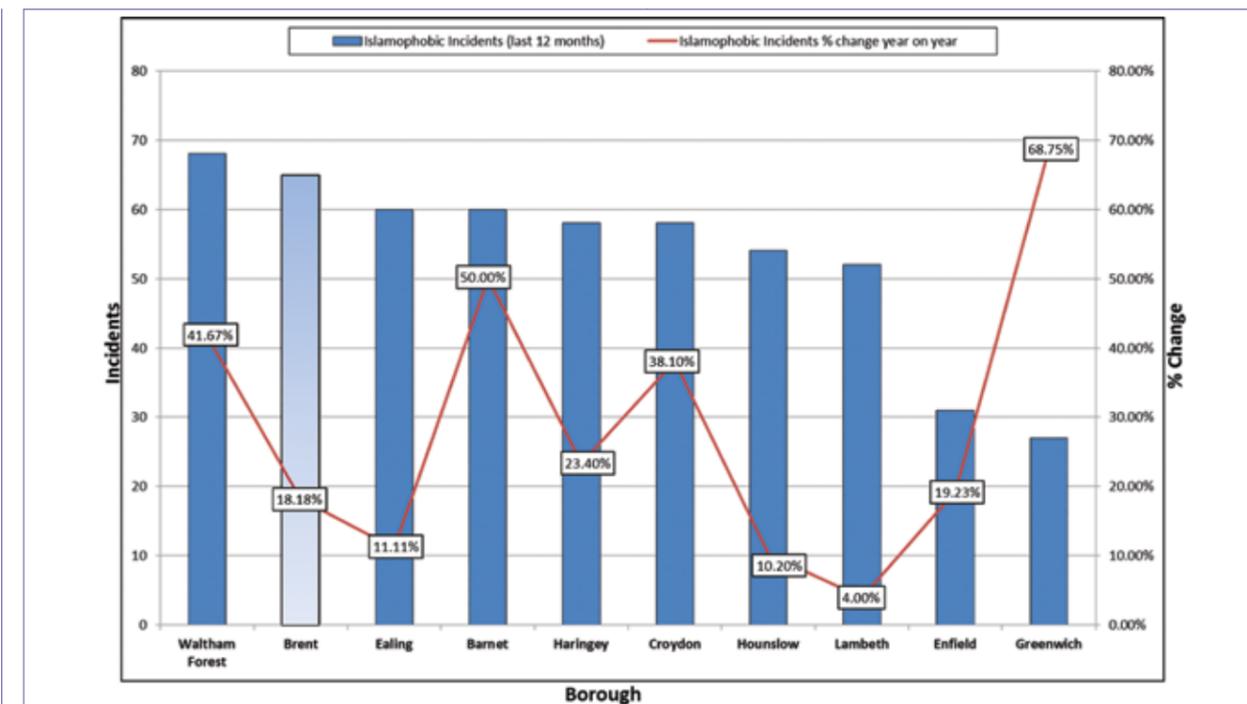


Islamophobic Incidents

Brent has the second highest number of reported islamophobic incidents in comparison to the most similar London boroughs in the last 12 months. The number of islamophobic incidents has increased by 18.18% from the previous 12 months. All boroughs have seen an increase in incidents. Six of the other boroughs have seen a larger increase than Brent this year. It should also be noted that Brent has the fourth highest Muslim population in London and the highest within our most similar group.

Brent has seen year on year decreases in faith, anti-Semitic, homophobic and disability hate incidents. Apart from islamophobic incidents transgender hate incidents is the only type to have seen an increase year on year; increasing from three incidents to six incidents this year.

Increases in Hate crime is often related to significant events such as terrorist attacks or Brexit. Hate crime in Brent should be continually monitored, especially after significant local, national and international events.



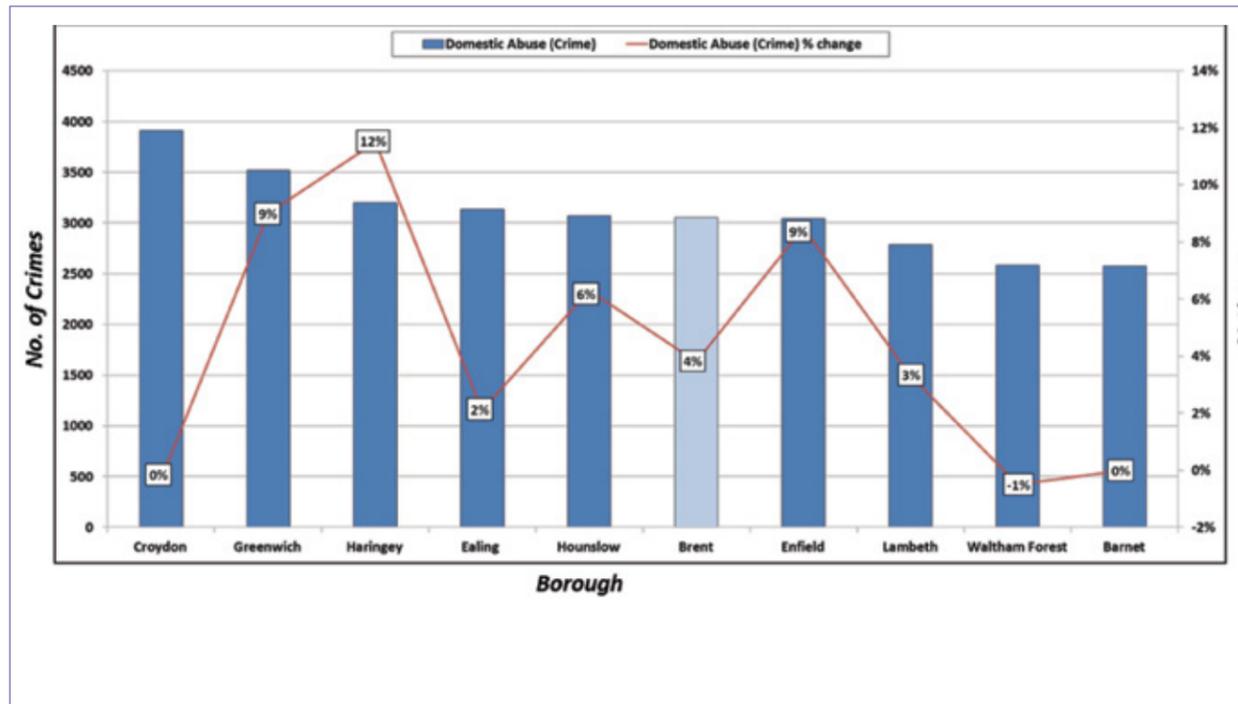
5. Reducing Violence and Vulnerabilities

5(a) Reducing Domestic and Sexual Abuse

Measurable Indicators:

Domestic Abuse (Crimes)

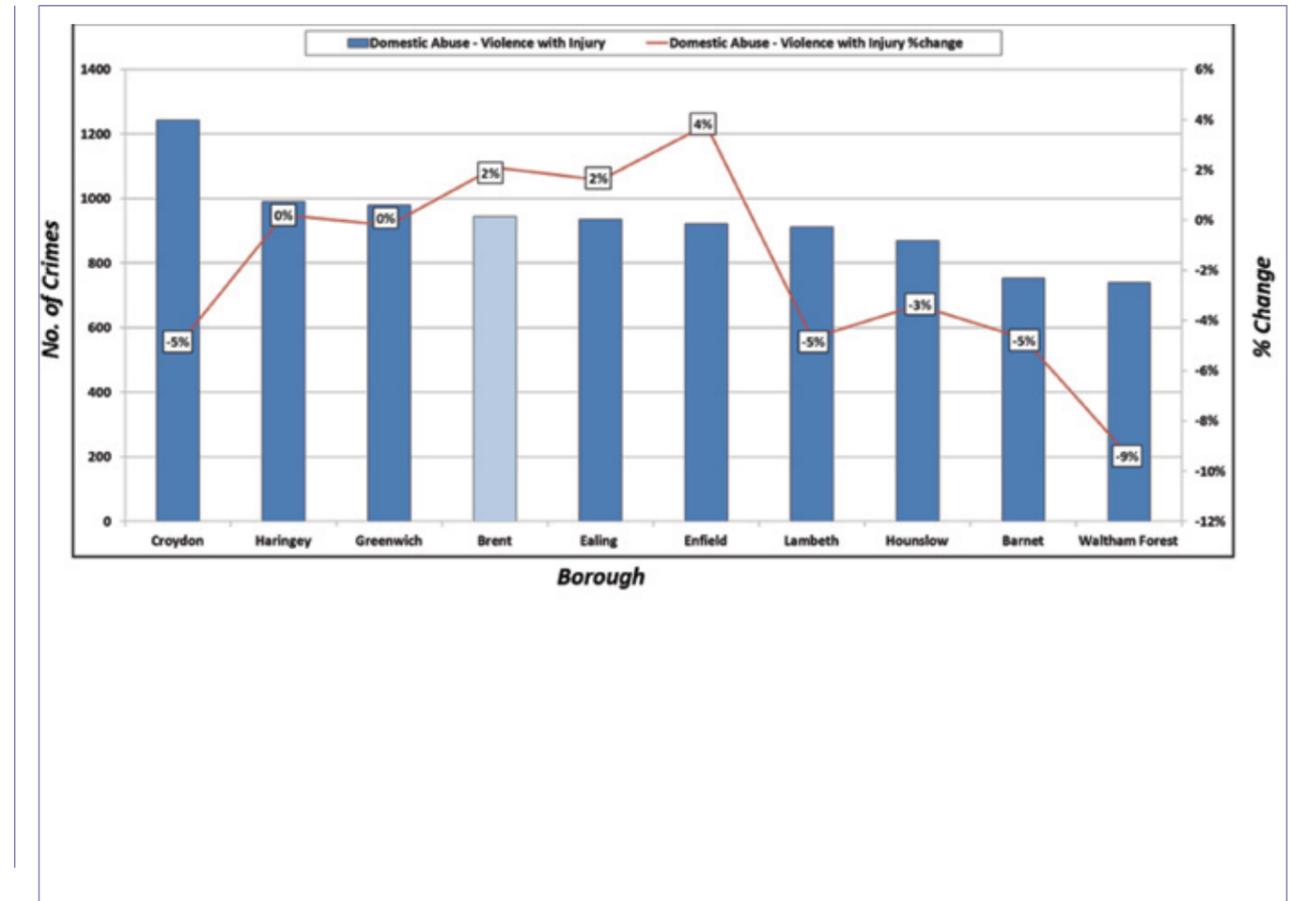
Brent has the sixth highest number of domestic abuse crimes in comparison to the most similar London boroughs in the last 12 months. The number of domestic abuse crimes has increased by 4% from the previous 12 months. Waltham Forest was the only borough in the most similar group to see a decrease in domestic abuse crimes this year. Our response to increased demand has included an enhanced support process for Brent victims. We continue to support 130% more victims from April 2015. We advocate for more victims coming forward to report domestic abuse so this proxy indicator is not always seen as a negative indicator.



Domestic Abuse – Violence with Injury

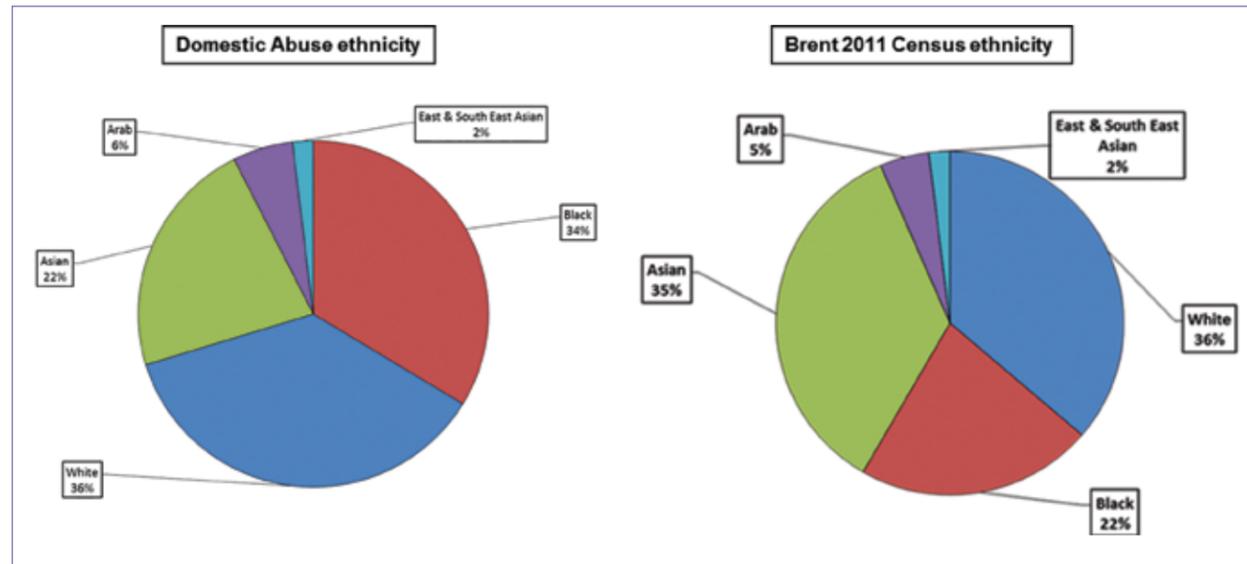
Brent has the fourth highest number of violent domestic abuse crimes in comparison to the most similar London boroughs in the last 12 months. The number of domestic abuse crimes has increased by 2% from the previous 12 months. Brent had the joint second highest increase with violence with injury domestic abuse crimes in comparison to its most similar London boroughs. As a reflection our MARAC referrals to support high risk victims has increased, highlighting we are supporting the right people in the borough through both the most in need victims coming forward for support and enhanced identification of those high risk/ high need victims.

The profile for domestic abuse in Brent has remained similar to previous profiles over the last few years. Females are disproportionately victims and Males are disproportionately suspects.

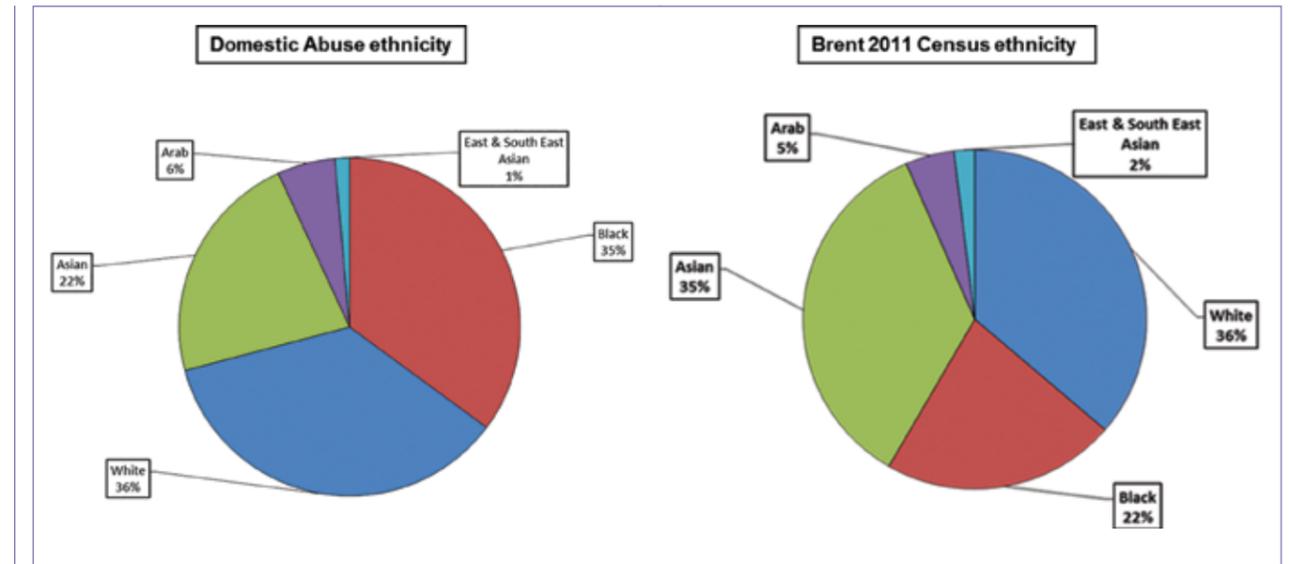


The ethnicity breakdown has also remained the same for both victims and suspects of police reported domestic abuse.

Victim's ethnicity
Suspect's ethnicity



White victims and suspects are the most prevalent in the borough, but are proportionate to the borough demographics. Black victims and suspects are the second most prevalent group; however black victims and suspects are 12% and 14% overrepresented respectively.



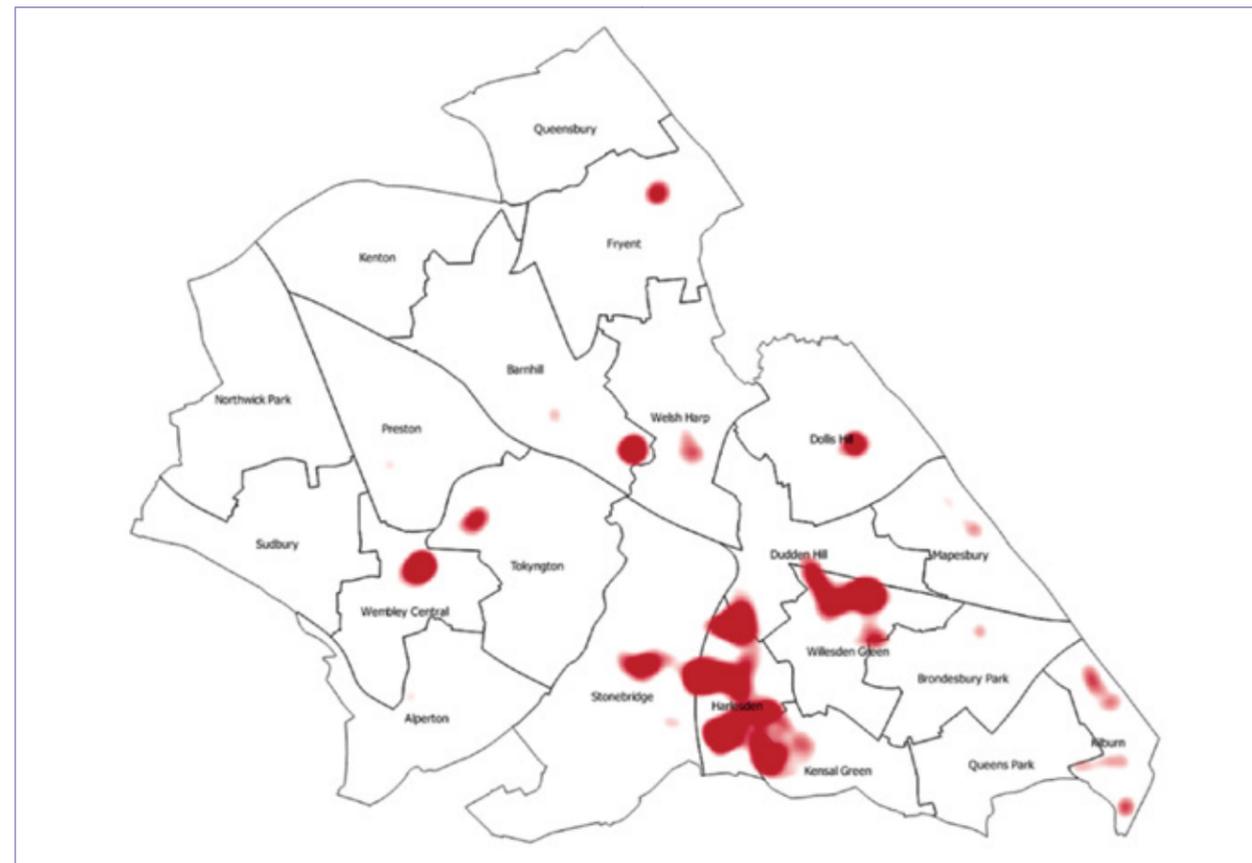
Suspect's ethnicity

White victims and suspects are the most prevalent in the borough, but are proportionate to the borough demographics. Black victims and suspects are the second most prevalent group; however black victims and suspects are 12% and 14% overrepresented respectively.

Hotspot Location

The map right, shows the Domestic Abuse hotspot areas in Brent over the last 12 months:

The hotspots identified include Harlesden Town centre, Wembley Central, Church End Estate and Stonebridge Estate. The noted hotspots are also locations identified for ASB and Gang activity and are clearly Brent's high risk/harm areas.



5. (b) Child Sexual Exploitation (CSE)

Measurable Indicators:

Police data

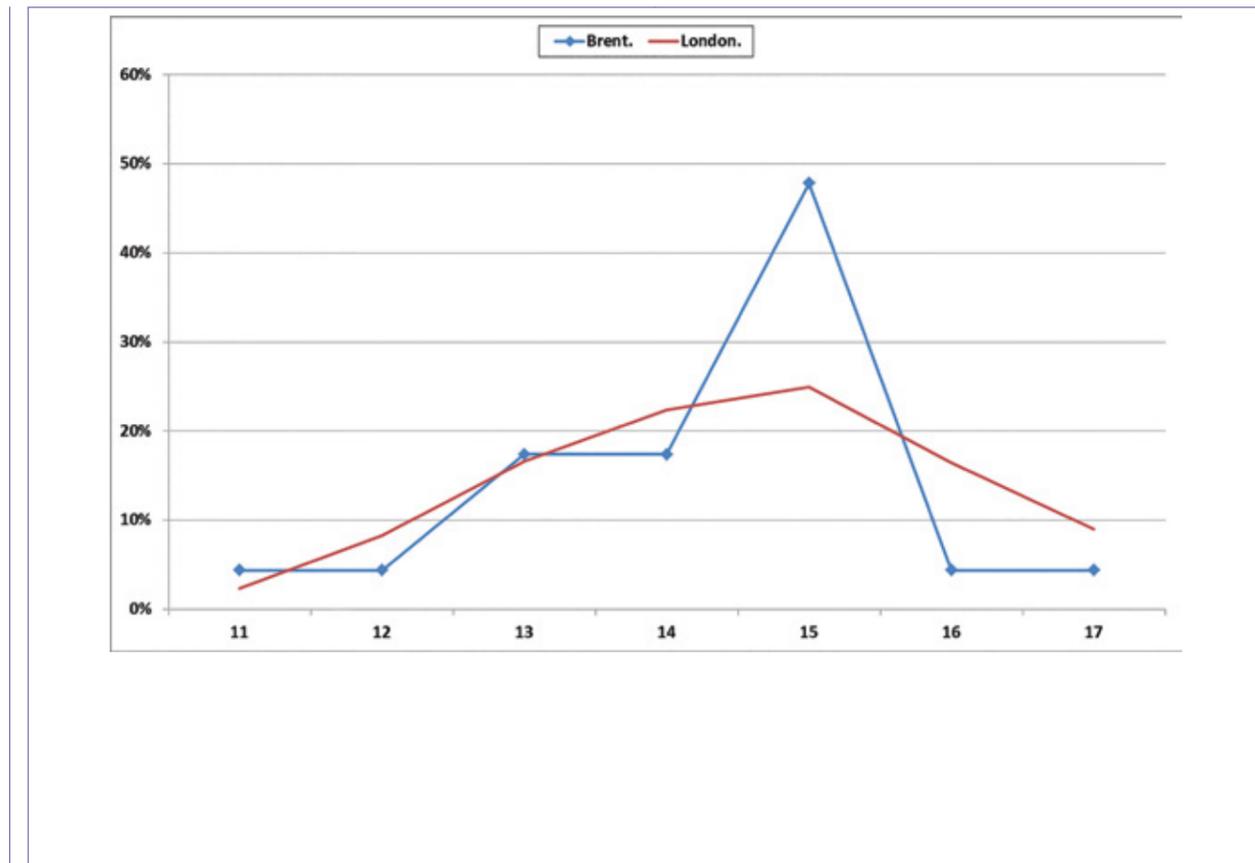
In the last 12 months in Brent there have been 25 non crime CSE reports and 24 crime reports which had a CSE flag.

Within Brent's crime and non-crime CSE reports there were 23 unique female victims and no recorded male victims. In this same period across London males accounted for 7% of the non-crime CSE report victims and 11% of the CSE flagged crimes victims.

In Brent 12.5% of the CSE reports involved repeat victims compared to 14.61% seen across London in this 12 month period.

The below line graph shows the age breakdown of victims in Brent compared to London.

The peak age of CSE victims in Brent and London as a whole is 15 years old. In Brent 15 year old victims accounted for nearly 50% of all victims.



Local Authority MASE

The below table shows the increasing numbers of children identified as at risk of CSE in Brent.

	September 2016	March 2017	September 2017
Number of cases identified at risk of CSE	26	42	59

Due to the hidden nature of CSE, the increase in referrals and assessment of CSE risk should be seen as a positive.

The identification of the risk allows it to be managed and all 59 cases are open to statutory services. 18 children are subject to a Child Protection Plans, 18 children are on a child in need plan and 23 are looked after children.

Age and level of the MASE cohort (September 2017)									
Level/Age	10	11	12	13	14	15	16	17	Total
Level 1	1	-	1	2	1	4	6	4	19
Level 2	-	-	-	2	2	7	4	2	17
Level 3	-	-	1	-	3	3	4	1	12
Total	1	0	2	4	6	14	14	7	48

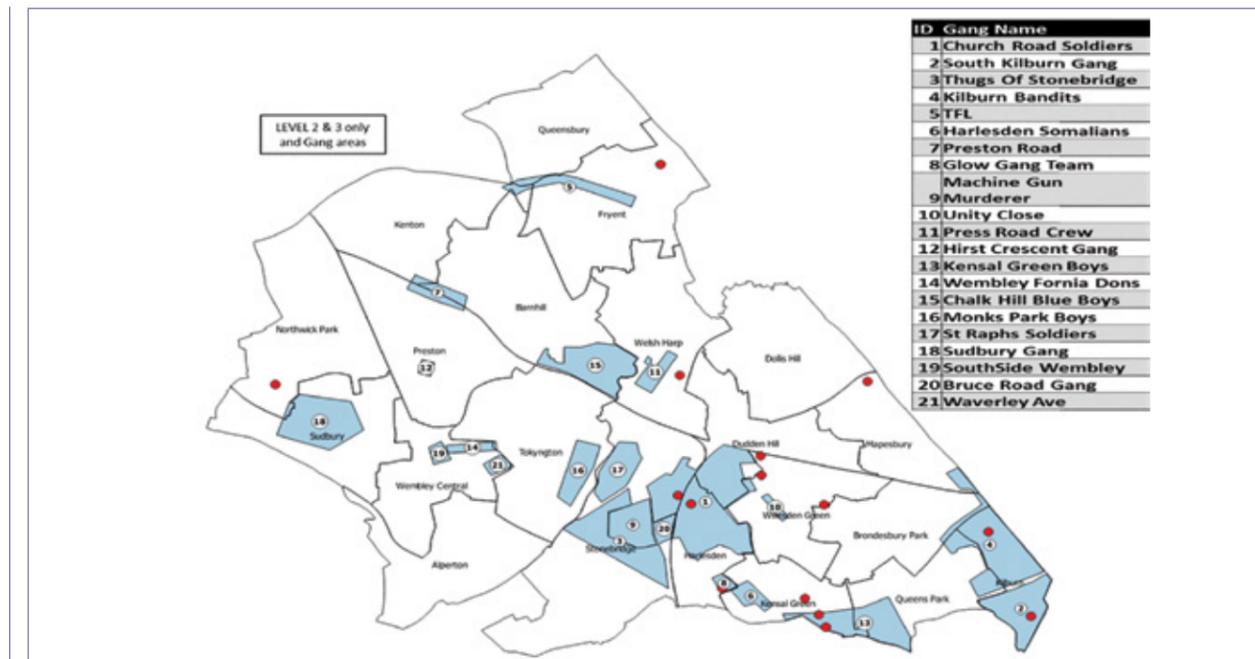
48 children are currently open to the Multi Agency Planning (MAP) risk management process. The additional 11 children identified at risk of CSE are in the process of having their risk level identified through MAP meetings. The Police and Local Authority have different risk and recording systems for subjects at risk of CSE. A comparison of the police and local authority data sets by numbers and gender alone indicates that there is still not a uniform partnership response for children at risk of CSE.

Locations

The map below shows the distribution of the high risk (level 2 and 3) members of the cohort across the borough with the overlaid gang areas.

47% of the high risk CSE cohort lived in known gang areas including Church Road Soldiers, South Kilburn Gang, Kilburn Bandits, Glow Gang Team and Kensal Green Boys. The majority of the gang members in these gangs are black males from a range of ethnic backgrounds. The most prevalent ethnicity in Brent gangs is Black Caribbean, mirroring the CSE cohort. The gang picture is ever changing demonstrated by a recent rise in gang related activity of Black Somali males, especially in Harlesden and Willesden around open drug markets and shisha venues. It is important to regularly monitor the gang's profiles to gauge the potential CSE threat.

Reducing violence and vulnerabilities associated with domestic abuse and Children's Sexual Exploitation is only possible by fully understanding the nature of the problem in Brent. This can only be achieved by creating an environment where victims are willing to report and engage with services. The numbers of victims reporting domestic abuse and CSE has increased over the last



12 months. It is important that the profile around the victims, offenders and locations is constantly monitored to improve our understanding and allow emerging trends to be tackled at the earliest opportunity. It is likely that the reports in this priority

will continue to increase over the next 12 months. Taking into consideration the continued areas of risk in the borough the vision, priorities and activity for 2018- 2021 the recommended areas to focus are included within the strategy.

Appendix 2

Overarching Outcome Measure

Priority	Measure	Reduction and Collection method	Baseline 17/18 outturn	RAG
Reducing the impact of Gangs and/or Knives	Reduce the number of Lethal-barrelled Gun Discharges	All recorded lethal barrel gun discharges in the borough reported to Brent Police	22	
Reducing the impact of Gangs and/or Knives	Reduce the number of under 25 year old victims of knife related injuries (non-domestic)	All recorded victims of knife related injuries by Brent police	84	
Reducing the impact of Gangs and/or Knives	Reduce the number of knife related robberies	All Brent Police recorded personal robbery offences with a knife crime flag	378	
Reducing Anti-Social Behaviour	Reduce the number of calls to the police for ASB	All calls to Brent Police which have been flagged as ASB related (personal, nuisance and environmental)	9739	
Reducing Anti-Social Behaviour	Reduce the level of risk for repeat ASB victims for the targeted cohort	Comparative Community MARAC risk assessments completed by lead practitioner before and after intervention to identify any changes in risk – average risk change across the identified cohort	36%	
Reducing offenders and perpetrators from reoffending	Reduce the reoffending rate of targeted Offender Management Cohort which cause disproportionate rate of harm and risk	Brent Police offending data for the Offender Management Cohort pre and post point of intervention	20%	
Reducing Vulnerability and Increasing Safeguarding	Reduce the level of risk for Hate crime victims for the targeted cohort	Comparative Community MARAC risk assessments completed by lead practitioner before and after intervention to identify any changes in risk – average risk change across the identified cohort	N/A	
Reducing Domestic and Sexual Abuse	Reduce the number of Violence with Injury Domestic abuse offences	All Brent Police recorded violent offences where the victim and suspects are intimate partners or are family members reported to the police and flagged as a domestic incident	935	
Reducing Domestic and Sexual Abuse	Improve the quality of life of partners and ex partners of domestic abuse perpetrators	From the feeling safer question on the survey of partners and ex partners engaging in the perpetrators program. XX% feeling safer	70%	

Appendix 3

Domestic Abuse Action Plan

Key deliverables (key actions) and milestones will be achieved as set and reviewed by the Safer Brent Partnership (SBP).
 **Please note: Impact and Success, as well as Outcomes and Measures are aligned to multiple key activities within each Objective.

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
Reducing Domestic and Sexual Abuse	Domestic and Sexual Abuse - Raising awareness, Increased Prevention and Protection from domestic abuse and violence against women and girls	Delivering a communication and promotion campaign across the year and at key periods to highlight DA and VAWG, such as White Ribbon, International Women's day. Delivering comprehensive training to staff and communities to increase early identification and reporting Sharing learning from DHR and incorporate into training and delivery. Key attendance at public events Integrating recommendations from the Mayor of London strategy to tackle VAWG 2018-2021 Support and implement findings from the Outcome Based Review Strengthening IDVA delivery through service co-location IDVA screening of MET non crime domestic abuse incident Co location of IDVA delivery within the MASH Ensure that through 'make every contact count' key staff are trained in DA awareness Applying an intersectional approach to IDVA delivery Increasing schools police officers to offer support	SBP DA Provider Partnership / DA provider DA Providers Community Safety SBP Children Young People (CYP)/ DA Provider / Met Police Met Police / DA Provider CYP / DA Provider Public Health / Housing DA Provider Met Police	Number of attendees participating in events Improved awareness of MARAC among Brent staff and partners % increase in learning outcomes Identification of referral pathways Increased % of referrals to IDVA, improved awareness and access to services Increased MARAC repeat rate in line with London average 20% Increase % of referrals Increase % of referrals being screened by an IDVA at an earlier stage of abuse. Audit of customer Journey evidences earlier intervention	A joined-up, developed communication partnership approach to VAWG to raise awareness and improve services available in Brent. Increased staff awareness and identification of DA and referral routes DHR training for all professionals involved. Improved communication of key VAWG services Shared strategic focus with Mayors VAWG strategy New approaches to tackle DA are implemented Victims feel confident to call support services. Improved and more people reporting to the service Identification of early intervention and increased prevention Identification of DA and Increased staff awareness DA providers to show Increased number of engaged victims from diverse community groups and young people.	Harlesden Wembley Central Willesden Green Stonebridge Neasden	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Supporting victims of these crimes, VAWG and bringing the perpetrators to justice	<p>Delivery of DVIP perpetrator program, prevention work and review.</p> <p>Increasing use of policing powers and tools to safeguard victims such as DVPN and DVPOs.</p> <p>Use of local policing and PTT to capture outstanding perpetrators of DA</p> <p>Engaging offenders through the offender management programme</p> <p>Increasing the safety of the victim / survivor</p> <p>Utilising and strengthening our MARAC delivery and interventions</p> <p>Increasing's the breath of referrals to MARAC and IDVA support from agencies especially health.</p> <p>DVIP and Police attendance at MARAC to ensure appropriate safeguards apply to the perpetrator and access to behavioural change program.</p> <p>Continue to run a Domestic Abuse support Policing car</p> <p>Representation from New Beginning Integrated substance misuse service at MARAC meetings.</p>	<p>DVIP</p> <p>Met Police</p> <p>PTT</p> <p>Partnership</p> <p>DA Provider</p> <p>Partnership</p> <p>Partnership</p> <p>DVIP / Met Police</p> <p>MET Police</p> <p>Public Health / WDP</p>	<p>% increased reporting for repeat victimisation Impact of intervention</p> <p>Increased enforcement activity DVPO or DVPN</p> <p>Number of completed warrants leading to capture and convictions</p> <p>% of supported perpetrators have increased motivation for change.</p> <p>Decrease in number of CAD/ Police logged calls to the home address of the victim for incidents flagged as DA.</p> <p>% of perpetrators engage with support interventions for 6 weeks or more.</p> <p>Attendance registers</p> <p>Referrals from agencies to DVIP</p>	<p>Providing an equal and fair access to information about services for survivors and perpetrators of VAWG</p> <p>Improved coordinated approach to arrest, convict and effectively sentence perpetrators.</p> <p>Improved management of risk</p> <p>Increased understanding of problem profile</p> <p>Victim of engaged Perpetrators report feeling safer.</p>	<p>Harlesden</p> <p>Wembley Central</p> <p>Willesden Green</p> <p>Stonebridge</p> <p>Neasden</p>	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Female Genital Mutilation raising awareness and strengthen pathways for support	<p>Increase awareness and support reporting across the partnership</p> <p>Improve information sharing with Health partners</p> <p>Utilising IDVA support through co-location at Northwick Park</p> <p><i>Further detail outlined within Public Health action plan</i></p>	<p>Partnership</p> <p>Health/ CCG</p> <p>DA Provider / Health</p>	<p>To develop with partners</p> <p>Increased referrals into IDVA services from primary care</p> <p>Increased referrals into IDVA services from acute health services</p>	<p>Delivering a coordinated response by partners to raise awareness around HBV, FM and FGM, and associated health risks.</p> <p>Increased learning around HBV, FM and FGM.</p> <p>Frontline practitioners to have increased awareness of FGM, HBV and FM</p>	<p>Harlesden</p> <p>Wembley Central</p> <p>Willesden Green</p> <p>Stonebridge</p> <p>Neasden</p>	
	Exiting Sexual Exploitation (incl. Human Trafficking & Prostitution)	<p>Gathering key local intelligence through the use of CCTV, 3rd Party reporting, to identify and safeguard.</p> <p>Supporting those vulnerable to sex work and improve life choices.</p> <p>Use of the LJags and Community MARAC to lead joint action and support plans</p> <p>Promote awareness of single point of contact including 24/7 helpline</p>	<p>CCTV, SBP</p> <p>CGL</p> <p>Community Safety</p> <p>Public Health / WDP</p>	<p>Increased referrals</p> <p>% of identified street based sex workers offered support.</p> <p>% to be referred to specialist sexual health services</p> <p>% to be referred to New Beginnings integrated substance misuse service</p>	<p>Increased number of engaged victims.</p> <p>Reduction in sex work hot spot locations</p> <p>Increase in referrals to specialist integrated sexual health services.</p> <p>Increase in referrals to New Beginnings integrated substance misuse service</p>	<p>Harlesden</p>	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	To implement the 5 Ps (Prevention, Provision, Partnership, Protection and Participation)	<p>Prevention - To change attitudes and prevent violence. Increased prevention provision</p> <p>Utilise the predictive model tool to further identify risk and measure vulnerability.</p> <p>Provision - To assist victims to reduce risk and to move on, developing their lives.</p> <p>Develop a housing needs DA lead providing specialist advice</p> <p>Brent Housing Management - BHM to pursue opportunity to gain DAHA accreditation</p> <p>Develop an effective referral pathway from DV to substance misuse services</p> <p>Partnership - Working effectively together to challenge all forms of abuse, increased partnerships with schools for earlier intervention</p> <p>Protection - To provide an effective criminal justice system and victim response.</p> <p>Participation - To pursue and assist perpetrators to reduce risk and to move on.</p>	<p>Community Safety</p> <p>DA Providers / Met Police</p> <p>Housing</p> <p>BHM</p> <p>Public Health/ WDP</p> <p>Partnership</p> <p>Met Police / Courts / DA</p> <p>DVIP / Met Police</p>	<p>Information is produced about the range of ways survivors and children can be protected will be available to staff across the partnership and includes referral, process guidance and development of data collection</p> <p>Increased use of Clare's Law by partners</p> <p>% Increased engagement of DVIP referrals</p> <p>% to be referred to New Beginnings integrated substance misuse service</p>	<p>A joined-up, developed partnership approach to VAWG with increased awareness and improved services available in Brent.</p> <p>Providing equal and fair access to services for survivors with distinct needs based on age, disability, ethnicity, gender, race, religion or sexuality.</p> <p>Development and promotion of 3rd party reporting Mechanisms</p> <p>Data collection will provide hotspots</p>	<p>Harlesden</p> <p>Wembley Central</p> <p>Willesden Green</p> <p>Stonebridge</p> <p>Neasden</p>	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Effective Communication approaches	<p>Implement and Update priority specific communication plans aligned to overarching strategic Community Safety Communication Plan.</p> <p>Incorporate key messages across peak periods</p> <p>Utilising accessible media sources</p> <p>Develop word of mouth, public led and good news stories</p> <p>Enable key learning to communicate across organisations and establishments</p> <p>Incorporate comms risk management messages</p> <p>Maintain website - update, current, relevant</p>	Community Safety / all Partnership / SBP	<p>Number of people attending workshops and conferences</p> <p>Number of people attending training sessions</p> <p>Single approach and clarity to messages</p> <p>Support to message manage</p>	<p>Impactful publicity</p> <p>Improved awareness and knowledge of local issues and activities</p> <p>Increased feedback</p> <p>Increased suggestions for improvements</p> <p>Local and national recognition of progress</p>	<p>Harlesden</p> <p>Wembley Central</p> <p>Willesden Green</p> <p>Stonebridge</p> <p>Neasden</p>	

Knife Crime Action Plan

Key deliverables (key actions) and milestones will be achieved as set and reviewed by the Safer Brent Partnership (SBP).
 **Please note: Impact and Success, as well as Outcomes and Measures are aligned to multiple key activities within each Objective.

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
Reducing Gangs and Knives	Identifying those affected by gangs or Knife carriers and encouraging improved life choices through; Prevention and awareness raising with young people, communities, diversion or enforcement	Proactive identification, Commission, contract manage and target interventions at gang members and those at risk and vulnerable. Increased offer of Educational programs to Primary, Secondary and Pupil Referral Unit (PRU) – linked to consequences and harm Support Schools to include knife crime and youth violence within their safeguarding plans Seeking additional funding / resources for gap projects to support gang exit diversion from Knife Crime. Involvement of specialist young people service from New Beginnings integrated substance misuse service to provide specialist support Community Reassurance, Targeted Campaigns and Communication – linked to London Needs You Alive is an anti-knife crime campaign run by the Mayor of London , Op Sceptre Policing Building community relations, resilience and empowerment. Safeguards for home including flags, markers and target hardening Allocation of Gangs worker and intervention work for 1-1 support Provide additional resources across evenings and weekends to young/ people at risk Delivering a peer training project to those who have engaged significantly with the Gang Intervention programme and exited gang lifestyle Safer Schools Policing – integrated into wider tasking specialist support from public health to be provided as and when appropriate	Community safety / Offender Management Partners Schools / Children Young People (CYP) / Community Safety SBP Public Health/ WDP Strategy and Partnership / Community Safety Strategy and Partnership / Community Safety Housing / Met Police CYP/ Community Safety Met Police / CYP Community Safety / Met Police MET Police Public Health	Reduction in offending for those referred onto Offender Management Programme (OMP) Increase in personal safety. Reduction in risk factor/ behaviour. Increased quality of life. Access to safe and secure accommodation if fleeing gang violence, victim of knife crime. MOPAC targets achieved Raise awareness of specialist young people's substance misuse services Soft outcomes achieved through greater awareness and reduced risk and harm Increased Customer focused information and engagement. Increased feelings of safety for community Increase in service user motivation for change. Increased presence and support during most risky periods. Increased resilience in young people and families who engage. Increase in referrals to supportive agencies such as St Giles/Air Network/ London Gang Exit. Increased engagement from young people Local peer mentors supporting young people at risk Increased intelligence Better informed targeted Policing for prevention	MPS data source (using Ministry of Justice Proven Reoffending Measurement) Self-Assessment Questionnaires taken at the start of intervention and point of intervention completion Housing data audit Reduction in number of young people at risk Increase in referrals for specialist bands targeted support for young people. Reduction in risk of targeted young people Increased feelings of safety for residents Schools Safeguarding Policy/ plans reflect knife crime and youth violence	Wembley High Road, Neasden Town centre/along Neasden Lane, Harlesden town centre, Old Church Road Kilburn High Road	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Disrupting and dismantling criminal networks	Key Intelligence gathering through Outreach programs to build picture of risk and emerging locations of concern. Utilise intelligence from specialist outreach team from New Beginning integrated substance misuse service. Utilising CCTV evidence and intelligence to support proactive Police Tasking Contribute to and implement knife crime strategy in conjunction with partners Carrying out weapons sweeps in conjunction with local community members Execution of drugs warrants resulting in crime and ASB reduction Co-ordinated approach delivered through Local Joint Action Group partnership meetings Intense offender management of offenders/ perpetrators identified Increased actionable intelligence regarding county lines networks for the Organisation Crime Unit Aiming to deliver an out of hours support program to Young offenders Intervening through troubled families where family offending has been identified Utilising Contextual Safeguarding approaches to create safe places and identify peer groups Use of the Predictive Analysis modelling tool to identify YP vulnerable to risk. specialist support from public health to be provided as and when appropriate	SBP/ Regeneration and Environment/ PTT Public Health / WDP CCTV / Met Police / Community Safety SBP Met Police Met Police PTT Met Police Community Protection ASB / Met Police Regeneration and Environment CYP CYP CYP Community Safety / CYP Public Health	Greater evidence base to support Policing action and ASB powers and tools Improved targeting and identification of offenders. Reduced community anxiety Increased community engagement and developed relationship with policing Offenders captured and sanctions delivered to restrict and or prevent offending Increased number of tools and powers being used including CBOs Increased understanding of all department enforcement frontline practitioners. Increased intelligence and communications with Police Organised Crime Unit.	Crime and ASB reduction Increase in arrests Reduction in crime and ASB Increase in the number of Criminal Behaviour Orders Increase in referrals to supportive interventions to help break the cycle of offending and exit lifestyle Increased identification of locations of risk and high criminal activity Reduction in re-offending	Wembley High Road, Neasden Town centre/along Neasden Lane, Harlesden town centre, Old Church Road Kilburn High Road	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Identifying, targeting and tackling violent crime linked to knives and or gangs	<p>Help those at risk of knife and gang-related offending exit lifestyle through our OMP.</p> <p>Integrate with local and national funded prevention and safeguarding programs</p> <p>Seeking to enhance the scope of the offer to young people known to YOS or on the fringes of offending to support interventions to reduce risk and increase safety</p> <p>Support and implement findings from the Outcome Based Review</p> <p>Researching Needs/Gaps and designing / coproducing new initiatives relating to Knife Crime</p> <p>Improved information sharing with NHS and provision (Red Thread) to support victims of knife/ gun crimes in acute Trauma and other medical support locations</p> <p>Knife Crime Programme for Young People and Parents - open to Youth Offending Services</p> <p>Increased data analysis –</p> <p>Use of the Predictive Modelling tool</p> <p>Key London authority supporting with the Home office and MPS Datathon</p> <p>Staff Training and supported delivery to enhance practice with client group</p> <p>YOS - Adoption of the Trauma Informed Approach and ST Giles STOP training</p> <p>Increasing access to the use of Knife arches and wands across key locations</p> <p>Increased schools specific Police officers</p> <p>Appropriate use of enforcement action to increase safeguards</p> <p>specialist support from public health to be provided as and when appropriate</p>	<p>Community Safety / Offender Management Partners</p> <p>SBP</p> <p>SBP / CYP</p> <p>SBP</p> <p>Community Safety Partnership</p> <p>Public Health/ CCG</p> <p>CCG / Public Health</p> <p>CYP</p> <p>Community Safety</p> <p>SBP</p> <p>CYP</p> <p>CYP</p> <p>Met Police / PTT</p> <p>Public Health</p>	<p>Reduction in Habitual Knife Carriers re-offending with a bladed article</p> <p>Combined resources, to increase access and provision</p> <p>Increase number of interventions available and localised community support</p> <p>Success from the OBR prototype pilots and longer term functionalities</p> <p>Achieving recognised best practice in response and diversion</p> <p>Monthly data sharing of Brent victims and ensuring action plans are in place locally.</p> <p>Increased understanding of; attitudes to carrying knives, the law, social implications of knife crime, victim awareness, conflict management and health.</p> <p>Findings will support earlier identification of vulnerable YP at risk</p> <p>Increased identification of people at risk of offending/ victimisation</p> <p>Workforce is educated and empowered to work with complex cohort</p> <p>Increased number of schools utilising these tools.</p> <p>Conditions and orders to prohibit / restrict as part of prevention safeguards</p>	<p>MPS HKC Matrix data source</p> <p>Reduction in reoffending</p> <p>Using Ministry of Justice Reoffending Measurement</p> <p>Knife Enabled Crime activity tracker</p> <p>Outcomes achieved in relation to intervention programs</p> <p>Red Thread/NHS data</p>	<p>Wembley High Road,</p> <p>Neasden Town centre/along Neasden Lane,</p> <p>Harlesden town centre, Old Church Road</p> <p>Kilburn High Road</p>	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Reducing Serious Youth Violence	<p>Re-distribution of resources to meet localised area need</p> <p>Aligned to the development of the London serious violence strategy</p> <p>Test Purchasing exercises – to prevent the underage sale of knives in local stores</p> <p>Police Partnership Tasking Team, tasked to respond to demand and intelligence led issues</p> <p>Co-ordinated mapping and analysis of service intervention and continual needs analysis</p> <p>Devising new intervention approaches with local community groups to tackle community issues</p> <p>specialist support from public health to be provided as and when appropriate</p>	<p>CYP / Community Safety</p> <p>CYP / Community Safety</p> <p>Trading Standards and Met Police</p> <p>Community Safety/ Met Police/ PTT</p> <p>Community Protection</p> <p>Strategies and Partnership</p> <p>Public Health</p>	<p>Quick time response to work with YP to prevent serious harm. Street Based support.</p> <p>The Strategy would cover homicide, robbery, knife crime, firearms, acid attacks, gang related violence (GBH, assault), county lines (including exploitation), gang related online crime and moped enabled crime.</p> <p>Strengthen and prevent opportunities for Young People to purchase knives</p> <p>Increased Policing presence, Policing powers and tools, Reduction in hot spot location</p> <p>To support, commission and direct targeted interventions</p> <p>Increased engagement opportunities</p>	<p>Reduction in Knife Crime</p> <p>Reduction knife related injuries</p> <p>Crime Analysis - Offenses with a bladed article</p> <p>Knife Enabled Crime activity tracker</p> <p>Findings from exercise</p> <p>Reduction in reoffending</p> <p>A&E admission statistics</p>	<p>Wembley High Road,</p> <p>Neasden Town centre/along Neasden Lane,</p> <p>Harlesden town centre, Old Church Road</p> <p>Kilburn High Road</p>	

Reducing offenders from reoffending Action Plan

Key deliverables (key actions) and milestones will be achieved as set and reviewed by the Safer Brent Partnership (SBP).
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Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
Reducing Offenders and Perpetrators from Reoffending	Reducing reoffending and engaging offenders	Increase the level of multi-agency support available Access to DVIP Perpetrator Program Addressing the mental health needs of offenders Tasking borough resources to target offenders who are not engaging, who continue to commit crime or who are not complying with their licence or court conditions. Closer monitoring of Offenders Tackling the wider factors which drive crime and offending – <ul style="list-style-type: none"> Substance misuse Homelessness Unemployment Looked After Dismantling open drug markets Intelligence led approaches to disruption Ensuring steps are taken to design out crime Addressing the substance misusing needs of offenders	SBP DVIP Mental Health Services MET Police / Community Safety National Probation Service and CRC SBP MET Police SBP Brent Planning / Met Police Public Health / WDP	Reduction of fear of crime Reduction of risk to CYP where a perp remains within the household % Perpetrators engaged in behaviour change and completed the program Increased Policing sanctions Effective disposal at an early stage of the criminal justice system Reduce the number of all crimes Reduce the number of repeat perpetrators Reduce the cost to the partnership / community of offending Reduction in the number of repeat locations identified at LJAGs Increase in the number of offenders engaging with New Beginnings integrated substance misuse service Increase in those successfully completing treatment and recovery programmes and reducing reoffending	Improved emotional well being Ability to consider and apply skills developed to prevent further DA incidents Behavioural change to Perps of DA Community feel safer Increased Policing and visibility provides reassurance to community Reduction in substance misuse related offending and repeat offending. Source: NDTMS	Harlesden Wembley Central Kilburn Stonebridge Neasden	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Managing the needs of the most prolific offenders to reduce offending	Offering support to ensure housing needs are met Supporting offenders with finance, benefits and / or debt issues. Including practical application and management of finance Clear support offered and or mandatorily required through DRR and ATR where substance (drugs and alcohol) misuse is identified Support early intervention and through care provided by New Beginning Criminal Justice Team through Magistrates Court at Willesden, Probation, and Custody suite and for those leaving prison. Ensure those within IOM Cohort attend appointments, reoffending groups and other interventions as and when required. Sharing key information through OMPF and other forums to prevent reoffending and reduce risk.	Housing Department Of Work and Pension Public Health / WDP Public Health / WDP Public Health / WDP SBP	Increased emotional wellbeing Increase in the number of offenders engaging with New Beginnings integrated substance misuse service Increase in those successfully completing treatment and recovery programmes and reducing reoffending Referral pathways to clinical specialists located in the New Beginnings service. no. accessing rehabilitation and completing successfully monitoring OMPF cohort for % reduction in reoffending	Improved Partnership working Avoiding eviction or repossession Improved knowledge and awareness of the impact of drug and alcohol misuse on individual offending behaviour Improved confidence from partners referring into the New Beginnings integrated substance misuse provision. Reduction in offender's problematic substance misuse this can be measured via TOPS and NDTMS. Improved take up of wider health services Increasing legitimate sources of income e.g through employment Improved knowledge and awareness of the impact of drug and alcohol misuse Improved confidence from partners referring into Substance misuse provision Decreased drug and alcohol misuse Improved take up of health services	Harlesden Wembley Central Kilburn Stonebridge Neasden	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Supporting the Youth Offending Team and the Troubled Families programme through enhancing direct delivery	Young people and crime: Preventing first time offending Tackling high impact crime Ensure young people at risk engage with diversionary activities Develop additional targeted programmes for young people committing high impact crime Co-location of key workers (1x YOT and 1 x WWF) from New Beginnings integrated substance Misuse service	Youth Offending Met Police Children and Young People Service Youth Offending Public Health / WDP	Reduction in the number of first time entrants to YOT Increase of access to diversionary activities No. referred and attending programs Use of conditional caution and restorative justice for youth and adult offenders (including first offence) Strengthened pathways into specialist substance misuse services	Young people growing in positive environments, feeling safe Young people have more positive opportunities Young make positive life choices Cycles of crime and offending within families are broken Increase in the numbers engaging with New Beginnings integrated substance misuse service Increase in those successfully completing treatment and recovery programmes and reducing reoffending	Harlesden Wembley Central Kilburn Stonebridge Neasden	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Identifying routes to positive progression	Co-ordinate all Awareness and training sessions delivering key messages to partners Supporting offenders with education, training and employment needs Provide additional support to offenders with limited or no literacy or numeracy skills Ensure offenders linked into Treatment and Recovery services at the earliest opportunity at the point of arrest or release from custody	Community Safety Partnership CRC / Probation Public Health / WDP	Equip crime causing individuals to integrate into society Improved employability Increased number of offenders in employment and training Improved Health and Economic wellbeing of the offender Strengthened pathways into specialist substance misuse services	Improved ability to fund lifestyle through legitimate income More positive involvement with social activities Increase in the numbers engaging with New Beginnings integrated substance misuse service Increase in those successfully completing treatment and recovery programmes and reducing reoffending	Harlesden Wembley Central Kilburn Stonebridge Neasden	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Effective Communication approaches	Implement and Update priority specific communication plans aligned to overarching strategic Community Safety Communication Plan. Incorporate key messages across peak periods Utilising accessible media sources Develop word of mouth, public led and good news stories Enable key learning to communicate across organisations and establishments Incorporate comms risk management messages Maintain website - update, current, relevant	Community Safety / all Partnership / SBP	Number of people attending workshops and conferences Number of people attending training sessions Single approach and clarity to messages Support to message manage	Impactful publicity Improved awareness and knowledge of local issues and activities Increased feedback Increased suggestions for improvements Local and national recognition of progress	Harlesden Wembley Central Kilburn Stonebridge Neasden	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	County Lines - understanding and responding	Undertake a Partnership review of County lines – Home Office to facilitate review ‘OUT THERE – Response and Rescue’ program, maximising local delivery and access Sharing key knowledge and learning – cross agency and with locations of repeat (out of borough) Use of the Integrated Risk Management (IRM) to identify frequent missing young people and potential risk of county lines specialist support from public health to be provided as and when appropriate	Community Safety/ Partnership Community Safety Community Safety CYP/ Community Safety, Met Police Public Health	Greater Understanding of Key Drivers and Gaps in delivery / Support Improved outcomes for YP who are at risk or being exploited by criminal networks through drug dealing (cross border) and other organised crime whilst recognising that carrying weapons and knives	Review findings Total interventions with target group and risk minimisation action taken MPS arrest locations / repeat are reduced Reduction in missing episodes	Wembley High Road, Neasden Town centre/along Neasden Lane, Harlesden town centre, Old Church Road Kilburn High Road	
	Effective Communication approaches	Implement and Update priority specific communication plans aligned to overarching strategic Community Safety Communication Plan. Incorporate key messages across peak periods Utilising accessible media sources Develop word of mouth, public led and good news stories Enable key learning to communicate across organisations and establishments Incorporate comms risk management messages Maintain website - update, current, relevant	Community Safety / all Partnership / SBP	Number of people attending workshops and conferences Number of people attending training sessions Single approach and clarity to messages Support to message manage	Impactful publicity Improved awareness and knowledge of local issues and activities Increased feedback Increased suggestions for improvements Local and national recognition of progress	Wembley High Road, Neasden Town centre/along Neasden Lane, Harlesden town centre, Old Church Road Kilburn High Road	

Vulnerability and Safeguarding Action Plan

Key deliverables (key actions) and milestones will be achieved as set and reviewed by the Safer Brent Partnership (SBP).
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Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
Reducing Vulnerability and increasing Safeguarding	Supporting and protecting those most vulnerable in our community	To promote public confidence and reassurance Empowering communities To undertake targeted proactive operations to identify premises where drug possession and dealing is suspected an Cuckooing/ property take over To raise awareness to residents of how to 'target harden' their properties Promote New Beginnings integrated Substance Misuse Service and raise profile of the Outreach Team. Raise profile of Single Point of Contact and 24/7 helpline for substance misuse. To raise awareness of rogue traders, doorstep crimes and scams Develop new programmes offering support e.g. street pastors To promote services available to residents who need support relating to alcohol or drug abuse. Strengthen Community MARAC to ensure key partners are representative of all areas of need for victims. Produce more thorough and holistic guidance around vulnerable individuals, frailty and ill health.	SBP Policy and Strategies Social Care, Met Police, Public Health / substance Misuse Community Safety / Met Police, victim support Public Health / substance Misuse Public Health / substance Misuse Trading standards Public Health / Health Public Health / substance Misuse Community Safety / SBP CCG, Public Health, Social Care	Increasing Brent's resident survey responses to the perception of Safety. Residents survey perception of policing and response to matters that affect them Reduction in the number of drug related offences within the borough Joint outreach activity with MPS Safer Neighbourhood Teams, liaison with residents groups, LJAGS and Student Halls. Targeted information stalls in selected venues including community hubs etc	Community feel reassured, safe and supported Increased awareness of substance misuse services Increase in referrals and contact with New Beginnings integrates services via the single point of contact. Services are readily available to residents who need support relating to alcohol or drug abuse. More targeted support. Developed third-sector partners for collaboration that provide support where there are gaps. Clear guidance and protocols to support access to services and intervention to those most in need sooner.	Willesden Green Harlesden Kilburn Kensal Green Stonebridge	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Supporting and protecting those most vulnerable in our community	To promote public confidence and reassurance Empowering communities To undertake targeted proactive operations to identify premises where drug possession and dealing is suspected an Cuckooing/ property take over To raise awareness to residents of how to 'target harden' their properties Promote New Beginnings integrated Substance Misuse Service and raise profile of the Outreach Team. Raise profile of Single Point of Contact and 24/7 helpline for substance misuse. To raise awareness of rogue traders, doorstep crimes and scams Develop new programmes offering support e.g. street pastors To promote services available to residents who need support relating to alcohol or drug abuse. Strengthen Community MARAC to ensure key partners are representative of all areas of need for victims. Produce more thorough and holistic guidance around vulnerable individuals, frailty and ill health.	SBP Policy and Strategies Social Care, Met Police, Public Health / substance Misuse Community Safety / Met Police, victim support Public Health / substance Misuse Public Health / substance Misuse Trading standards Public Health / Health Public Health / substance Misuse Community Safety / SBP CCG, Public Health, Social Care	Increasing Brent's resident survey responses to the perception of Safety. Residents survey perception of policing and response to matters that affect them Reduction in the number of drug related offences within the borough Joint outreach activity with MPS Safer Neighbourhood Teams, liaison with residents groups, LJAGS and Student Halls. Targeted information stalls in selected venues including community hubs etc	Community feel reassured, safe and supported Increased awareness of substance misuse services Increase in referrals and contact with New Beginnings integrates services via the single point of contact. Services are readily available to residents who need support relating to alcohol or drug abuse. More targeted support. Developed third-sector partners for collaboration that provide support where there are gaps. Clear guidance and protocols to support access to services and intervention to those most in need sooner.	Willesden Green Harlesden Kilburn Kensal Green Stonebridge	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	CSE, identifying those at risk and Safeguarding them	To support national, regional and local awareness campaigns Linked to actions in the MASE and VA Panel action plans Ensuring access to social care and support services Develop operation 'Makesafe' to increase safeguards and safe places Staff has received appropriate online or bespoke CSE training. Greater understanding of local risk based on data and intelligence Developing new local initiatives and implementing pan London programs such as 'Out There'	CYP / SBP CYP Social Care Met Police CYP CYP Community Protection	No. of social media webpage campaigns. No. of CSE cases managed and monitoring of perpetrators Reduction in reoffending To reduce the number of CSE offences within the borough. No. engaged with Harmful relationships worker No. of attendees at key CSE training sessions	Children feeling safer Professionals are more alert and aware of indicators Clear simple reporting routes Access to timely support and interventions	Willesden Green Harlesden Kilburn Kensal Green Stonebridge	
	Supporting victims of crime to reduce fear and increase safety	Ensuring access to victim support and social care services Identify any gaps in provision of available services for victims To provide practical and technological support to victims and vulnerable people Through Local Joint action groups, deliver targeted interventions and response Identify protective measures through the CMARAC	Social Care / Victim Support Victim Support / Partnership Community Protection / Met Police Partnership	Perception of crime community survey results No. referrer and engaged with victim support Referral and risk reduced in CMARAC	Living in a safe and healthier borough. Victims feeling safer Increased access by all community in public spaces Stronger safer communities	Willesden Green Harlesden Kilburn Kensal Green Stonebridge	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Promoting the Prevention of Hate Crime	To support national, regional and local awareness campaigns To encourage the reporting of Hate Crime To increase understanding of Hate Crime across service areas, key partners, and third sector organisations. To promote partnership working and holistic response to Hate Crime. Review Partnership offer and analyse impact of delivery Promote community cohesion developing key cohesive community events e.g borough of culture 2020	Strategies and Partnerships Met Police / Partnerships Community Safety Strategies and Partnerships SBP Partnership Public Health / partnership	Residents Survey response No of reported crimes increase through awareness raising	Increase awareness, confidence and reassurance with communities. Increased understanding of how to report Hate Crime. Increased understanding by staff of services available to victims of Hate Crime.	Willesden Green Harlesden Kilburn Kensal Green Stonebridge	
	PREVENT to safeguarding those most at risk of radicalisation and extremism	To promote and raise awareness of the Prevent agenda to local authority contractors and partners. Monitoring and review of PREVENT Support the Channel process by attending and supporting multi agency Channel panel meetings where relevant. Ensure involvement of local communities within Prevent and assess local impact of activity on these communities. Ensure front-line staff has access to and received Prevent training	Strategy and Partnership Strategy and Partnership / Met Police Partnership Strategy and Partnerships Strategy and Partnership	No. of Channel cases and their progress. No. of front-line staff received Prevent training. Monitoring forms and types of extremism and radicalisation	Increased knowledge and awareness of PREVENT A suitable support package to those identified at risk Increased community awareness for protect from extremism Easy reporting routes	Boroughwide	

Priority Areas	Objective	Key Actions	Who	**Outcome / Measures	**Impact and Success	Area targeted intervention	RAG
	Effective Communication approaches	<p>Implement and Update priority specific communication plans aligned to overarching strategic Community Safety Communication Plan.</p> <p>Incorporate key messages across peak periods</p> <p>Incorporating the Stronger Communities Strategy and its actions</p> <p>Utilising accessible media sources</p> <p>Develop word of mouth, public led and good news stories</p> <p>Enable key learning to communicate across organisations and establishments</p> <p>Incorporate comms risk management messages</p> <p>Maintain website - update, current, relevant</p>	Community Safety / all Partnership / SBP	<p>Number of people attending workshops and conferences</p> <p>Number of people attending training sessions</p> <p>Single approach and clarity to messages</p> <p>Support to message manage</p>	<p>Impactful publicity</p> <p>Improved awareness and knowledge of local issues and activities</p> <p>Increased feedback</p> <p>Increased suggestions for improvements</p> <p>Local and national recognition of progress</p>	<p>Harlesden</p> <p>Wembley Central</p> <p>Kilburn</p> <p>Stonebridge</p> <p>Neasden</p>	

Priority Areas	Objective	Key Actions	Who	**Impact and Success	**Outcome / Measures	Area targeted intervention	RAG
	Addressing offenders of ASB	<p>Use a range of tools and powers under the ASB Crime and Policing Act 2014. including:</p> <ul style="list-style-type: none"> Closure Notices and Orders Criminal Behaviour Order (CBO) Public Spaces Protection Order (PSPO) Community Protection Notice (CPN) Civil Injunctions Absolute Grounds of Possession <p>Working in conjunction with Youth Offending services where YP are identified to offer additional support</p>	Anti-Social Behaviour Team CYP	<p>Enforcing street drinking hotspots around the borough</p> <p>Use of Community Protection Warnings and Notices for low level offenders.</p> <p>Effective enforcement of our PSPO orders.</p>	<p>Reduction in street drinking calls from the previous 12 months.</p> <p>Reduction in ASB offending in hotspot areas and effective use of tools and powers to tackle offenders.</p> <p>Reduction in Nuisance calls regarding the Honeypot Lane PSPO order.</p> <p>Increase public confidence in each of the three ward clusters.</p>	Borough wide	
	Supporting to reduce the risk and harm caused by ASB	<p>Action taken to identify and tackle repeat victims of antisocial behaviour and crime.</p> <p>Identification and action taken with nuisance and repeat callers</p> <p>Work with Youth offending service to identify opportunities for Restorative Practice</p> <p>specialist support from public health to be provided as and when appropriate</p>	Anti-Social Behaviour Team/ Community Safety Team CYP Public Health	<p>Appropriate referrals to the Community Marac for our highest repeat callers and vulnerable individuals engaged or impacted by antisocial behaviour or crime.</p> <p>Victims feel listen to</p>	Reduction in repeat callers from the last 12 months.	Borough wide.	

ASB Action Plan

Key deliverables (key actions) and milestones will be achieved as set and reviewed by the Safer Brent Partnership (SBP).
 **Please note: Impact and Success, as well as Outcomes and Measures are aligned to multiple key activities within each Objective.

Priority Areas	Objective	Key Actions	Who	**Impact and Success	**Outcome / Measures	Area targeted intervention	RAG
Reducing Anti-Social Behaviour (ASB)	Tackling negative behaviour in our shared public spaces	the Local Joint Action Groups to address intelligence led ASB hotspots Working with Partners to ensure a shared approach to Contextual Safeguarding and developing Safer places Increase access to youth offers and opportunity with partners Working with schools and schools police to create a campaign in line with Citizenship and PHSE Implementing outreach substance misuse provision to support those in public spaces and to engage in local services Support through Parenting Programs to help parent in managing behaviours in public spaces Working with local residents to have greater awareness of ASB and other nuisance activities – and what to do. specialist support from public health to be provided as and when appropriate	LJAG members. Community Safety/ CYP / Anti-Social Behaviour Team CYP CYP Public Health / substance Misuse CYP Anti-Social Behaviour Team Public Health	Effectively identifying hotspots and reducing ASB incidents More locations which are trained in supporting young people Empowering communities and building partnerships Schools are invested in reducing youth related ASB Increased accessibility to the New Beginnings integrated substance misuse service. Promote awareness of the Single Point of Contact 24/7 help for substance misuse	Reduction in hot spot areas after targeted intervention through the LJAGs. Young people report feeling safer in the community Increase business sign up to operation make safe Increase in referrals to New Beginnings integrated substance misuse service Increase in those engaging in recovery programmes. referrals to treatment	Harlesden Cluster Wembley Cluster Willesden Cluster	

Priority Areas	Objective	Key Actions	Who	**Impact and Success	**Outcome / Measures	Area targeted intervention	RAG
	Using tools and powers to tackle Open drug	Use of Community Protection Notices to tackle 1st time offenders. Targeted use of Criminal Behaviour Orders for prolific offenders charged with criminal offences. Active delivery of the Substance misuse outreach team to support drug users and divert from negative life choices	Anti-Social Behaviour Team / Brent Police Public Health/ CCG	Increased used of Criminal Behaviour Orders of identified drug dealers.	Reduction in open drug markets.	Willesden Ward Harlesden Ward Neasden Town Centre. Kingsbury Town Centre. Wembley High Road	
	Utilising Met Patrol Plus / PTT to support local enforcement and intervention	Develop a balanced enforcement programme with the PTT on all Safer Brent Partnership Priorities.	ASB and Crime Manager/ Community Safety/ Police	Robust enforcement of all SBP priorities.	Increased enforcement activity across all priorities.	Borough wide.	
	Effective Communication approaches	Implement and Update priority specific communication plans aligned to overarching strategic Community Safety Communication Plan. Incorporate key messages across peak periods Utilising accessible media sources Develop word of mouth, public led and good news stories Enable key learning to communicate across organisations and establishments Incorporate comms risk management messages Maintain website - update, current, relevant	Community Safety / all Partnership / SBP	Number of people attending workshops and conferences Number of people attending training sessions Single approach and clarity to messages Support to message manage	Impactful publicity Improved awareness and knowledge of local issues and activities Increased feedback Increased suggestions for improvements Local and national recognition of progress	Borough wide	

