



## Resources and Public Realm Scrutiny Committee

**Wednesday 10 November 2021 at 6.00 pm**

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

Please note that this meeting will be held as a socially distanced physical meeting with all Committee members required to attend in person.

Guidance on the safe delivery of face-to-face meetings is included at the end of the agenda front sheet.

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

### Membership:

#### Members

Councillors:

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

#### Substitute Members

Councillors:

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

Councillors:

Colwill & Maurice

**For further information contact:** Hannah O'Brien, Governance Officer  
Tel: 020 8937 1339; Email: [hannah.O'brien@brent.gov.uk](mailto:hannah.O'brien@brent.gov.uk)

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

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

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

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

### **\*Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect of expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

### **\*\*Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:

- To which you are appointed by the council;
- which exercises functions of a public nature;
- which is directed is to charitable purposes;
- whose principal purposes include the influence of public opinion or policy (including a political party or trade union).

- (b) The interests of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest.

# Agenda

Introductions, if appropriate.

Item	Page
<b>1 Apologies for absence and clarification of alternate members</b>	
<b>2 Declarations of interests</b>	
Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.	
<b>3 Deputations (if any)</b>	
To hear any deputations received from members of the public in accordance with Standing Order 67.	
<b>4 Minutes of the previous meeting</b>	1 - 6
To approve the minutes of the previous meeting held on Tuesday 14 September 2021 as a correct record.	
<b>5 Matters arising (if any)</b>	
To consider any matters arising from the minutes of the previous meeting.	
<b>6 Topical Issue - Flood Risk Management</b>	7 - 18
To inform the Committee of the roles and obligations that the Council has in managing flooding and drainage matters in the borough as Lead Local Flood Authority and Highway Authority, and the roles and responsibilities of other organisations in flood management. The report also informs the Committee on the measures the Council undertakes to mitigate the risk of flooding.	
<u><i>N.B. This report was published to the agenda on 3 November 2021</i></u>	
<b>7 Safer Brent Partnership Annual Report 2020-21</b>	19 - 82
The purpose of this report is to present to the scrutiny committee the Safer Brent Partnership – Annual Report 2020/21. The report also provides a summary of the key issues and an update on the delivery of the Safer Brent Partnership (SBP) priorities and objectives for 2020-21.	

**8 Knife Crime Scrutiny Review**

82 - 200

To receive an update and review implementation of the Knife Crime scrutiny recommendations agreed by Cabinet on 14 October 2019.

**9 Information Report: Brent Climate & Ecological Emergency Strategy Update - Year one delivery plan (2021-2022)** 201 - 234

The purpose of this information report is provide an update to the Resources and Public Realm Scrutiny Committee on the progress being made on the first year (2021-2022) delivery plan set out within Brent's Climate and Ecological Emergency Strategy, which was adopted by Cabinet and formally put into action in April 2021.

**10 Progress Report**

225 - 268

To receive a report providing a brief summary update on issues previously considered by the committee, including responses to information requests made, updates on reports and recommendations to the Executive and the Executive response and Executive decision made in respect of scrutiny reports and recommendations.

**11 Forward Plan of Key Decisions**

269 - 290

To review the Forward Plan of Key Decisions for any issues that the Committee may wish to consider.

Members are asked to note that the next version of the Forward Plan is due to be published on Friday 5 November 21. This item has therefore been marked as "To Follow" in order to allow the latest version of the Plan to be provided for review.

(Agenda republished on 9 November 21 to include latest version (No.42) of the Forward Plan)

**12 Any other urgent business**

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

**Date of the next meeting: Tuesday 18 January 2022**



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

- We have revised the capacities and floor plans for event spaces to ensure they are Covid-19 compliant and meet the current social distancing guidelines.
- Attendees will need to maintain the necessary social distancing at all times.
- Signage and reminders, including floor markers for social distancing and one-way flow systems are present throughout The Drum and need to be followed.
- Please note the Civic Centre visitor lifts will have reduced capacity to help with social distancing.
- The use of face coverings is encouraged with hand sanitiser dispensers located at the main entrance to The Drum and within each meeting room.
- Those attending meetings are asked to scan the coronavirus NHS QR code for The Drum upon entry. Posters of the QR code are located in front of the main Drum entrance and outside each boardroom.
- Although not required, should anyone attending wish to do book a lateral flow test in advance these are also available at the Civic Centre and can be booked via the following link: <https://www.brent.gov.uk/your-community/coronavirus/covid-19-testing/if-you-dont-have-symptoms/>

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**MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE**  
**Held in the Conference Hall, Brent Civic Centre on Tuesday 14 September 2021 at**  
**6.00 pm**

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

Also Present: Councillor Mashari (in remote attendance) and Councillors McLennan (Deputy Leader and Lead Member for Resources) and Tatler (Lead Member for Regeneration, Property and Planning)

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

It was noted that whilst also present, Councillor Mashari would not be able to formally participate in any decisions taken during the meeting given she was in remote attendance.

As a result, members were advised that Councillor Kansagra (as Vice-Chair) would be chair the meeting.

**2. Declarations of interests**

None.

**3. Deputations (if any)**

None.

**4. Minutes of the previous meeting**

It was **RESOLVED** that the minutes of the previous meeting held on 13 July 2021 be approved as a correct record.

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

Regarding the topical item discussion on the safety concerns at Wembley Stadium in light of the scenes at the EURO 2020 Final, it was noted that the Chief Executive had invited the Scrutiny Chairs to discuss the scope of the Casey Review and the findings of any internal reviews prior to the submission of evidence. It was also noted that the contents of the Casey Review would be presented to Committee once published.

It was noted that the Budget Scrutiny Task Group had been paused due to issues around its scoping activity. The Task Group would meet in the near future to resolve the issues and restart its work.

**6. Regeneration and Housing Zones in Brent**

Councillor Tatler, as Lead Member for Regeneration, Property and Planning, and Alan Lunt, Strategic Director of Regeneration and Environment, introduced a report on regeneration across the borough and progress with achieving the objectives for the Wembley Housing Zone (WHZ) and Alperton Housing Zone (AHZ).

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

- Regarding the funding of Housing Zones, it was noted that funding agreements were in place with the Greater London Authority (GLA) for both the AHZ and WHZ. However, it was at a developers' discretion as to whether they utilised the funding. The predominant reason for a developer not accepting GLA funding was that the funding would come with various conditions and some developers considered funding homes privately more viable.
- In response to a question regarding the impact of developers' not utilising GLA funding, it was noted that developers were still building homes regardless of the funding. The Council needed to ensure that the affordable housing offer of such developments remained at the level needed to support the borough's housing needs.
- It was noted that the Government definition of affordable housing was considered anything up to 80% of the current market rent. Where possible, the Council aimed to develop housing at around 50-65% of the current market rate. There were a wide range of different rent levels associated with affordable housing, such as social rent, London Affordable Rent and London Living Rent.
- Regarding the vacancy rate of affordable homes, it was noted that there was huge demand and thus low vacancy levels. Vacancy rates were especially low in homes that were rented within the 'Local Housing Allowance' level and thus eligible for full Housing Benefit cover.
- It was noted that a significant amount of Community Infrastructure Levy (CIL) funding had been made available in recognition of the infrastructure needs in both the AHZ and WHZ. For example, funding had been secured to contribute towards three new medical centres across both Housing Zones.
- It was noted that of the affordable housing consented in the two Housing Zones, around 20% of homes were of three or more bedrooms with an even higher share in homes rented at social rent or London Affordable Rent. It was noted, however, that the Council's policy recommended that this should be at least 25%.
- Regarding local employment in both Housing Zones, it was advised that local employment, such as apprenticeships, was usually secured through S106 agreements. It was noted also that the Council's Procurement Strategy stipulated that, when working with anchor employers, the minimum expectation was that wages would be offered at London Living Wage.
- Regarding amenity space, it was noted that both Housing Zones would include community spaces and affordable work spaces. For example, the AHZ would include a community centre which would be managed by a group of local residents. Whilst engagement with local residents varied from developer to developer, the Council encouraged all developers to ensure communities be involved in every step of the planning process. The design of new buildings

- in the Housing Zones also sought to ensure there was adequate internal and external amenity space for use by residents.
- In response to a question regarding public transport, it was accepted that transport infrastructure in both Housing Zones needed to be improved. For example, work was underway to improve active travel routes such as the upgrade of cycle and walking lanes on Carlton Lane Boulevard in Kilburn.
  - In response to a question regarding the lifetime costs of newly built homes to residents, it was noted that the general rule was for properties to be constructed on the basis of a 30-year standard – that is, that major maintenance and refurbishment would be required every 30 years to effectively maintain dwellings, with ongoing reactive repair also essential. It was noted that while developers/landlords would ‘factor in’ maintenance requirements within service charge levels, the Council did not have any control on this. Service charges were generally capable of being covered by Housing Benefit. It was noted that the recent Aluminium Composite Material cladding issue had led to significant unexpected costs on landlords/managing agents and being passed on to Leaseholders which was a key issue for those affected.
  - Regarding Council control over land used for housing, it was noted that the Council retained the freehold on housing schemes offered in partnership with developers and that, going forward, there would be more emphasis on Council-led housing schemes. For example, S106 funding was being used to buy developments such as the key worker block in Wembley Park.
  - It was noted that the GLA’s Concordat scheme was in place to give priority to local homebuyers and stop homes being advertised to overseas buyers before they were offered for sale in London, however the scheme was voluntary and thus was limited. It was advised that overseas buyers bought 10% of all new homes in London between 2014-16.
  - In response to a question regarding the allocation of S106 funding and strategic CIL, it was advised that both means of funding were secured and spent accordingly to ensure necessary planning obligations and local infrastructure. For example, over £50 million in strategic CIL funding had been spent on local infrastructure. Such funding had stipulations on what it could be spent on, and as such the Council sought to ensure the money was used effectively.
  - Regarding public consultation, it was noted that the Regeneration and Housing Zone Teams utilised a range of consultation methods such as in-person engagement, online consultation and leafleting to reach out to local communities. Members were assured that both teams were committed to ensuring local people had a say in new developments in their local area. It was accepted that consultation had not always been as successful as planned, and it was noted that a new Community Engagement Framework was being delivered to develop the ways in which consultation was carried out across the Council.
  - In response to a question regarding tall buildings, it was noted that the Local Plan set out Tall Building Zones within Growth Areas and this would be where most tall buildings would be built. It was explained that the Council had stringent housing targets and housing needs that needed to be met.
  - Regarding the standard of newly built homes, it was explained that the minimum requirements was for new buildings to meet the current Building Control standards. It was noted that developers had the opportunity to utilise

the Local Authority Building Control (LABC) service or those of an Approved inspector (AI). The Council encouraged developers to use the Council for these assessments to ensure high standard and uptake in this had increased recently. It was noted that a number of mechanisms were in place to ensure developers were adhering to planning stipulations. Enforcement officers regularly visited sites to ensure compliance and, while they sought to talk to developers in the first instance, proportionate enforcement action could be taken if deemed necessary.

- In response to a question regarding the retail offer in and around areas of regeneration, it was noted that there was a requirement to replace industrial space with some element of commercial space. There was also an affordable workspace planning requirement for larger developments and a number of meanwhile use projects in town centres.

It was **RESOLVED**:

(1) That the following area for improvement be noted:

- (i). To consider an easier way to communicate with the public when regeneration or housing zone action is taken as a result of consultation with the public.

(2) The Committee made the following information requests;

- (i). To provide details on the progress of communicating the results of consultations with the public for regeneration and housing zones.

## **7. Brent Council Legal Services**

Councillor McLennan, Deputy Leader and Lead Member for Resources and Debra Norman, Director of Legal, HR, Audit and Investigations introduced a report providing an introduction to the Council's legal service, giving an overview of its work and operation and its role in the Council's governance.

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

- In response to a question regarding the overall time spent on legal work, it was noted that much of the work related to the Regeneration and Environment department was linked to prosecutions, property leases, leasehold acquisition and contracts. For work related to the Children and Young People department, most of the work related to care proceedings which had seen an increase in demand during the pandemic.
- Regarding outsourcing, it was noted that the Council was focused on building its in-house advocacy skills. However some work, such as specialist cases, were best suited to external services. It was noted that the Council provided legal services to i4B Holdings Ltd and was paid for these services.
- It was noted that any insourcing that occurred had a positive impact on the budgets of other departments, as those departments would make savings by not having to use external services. This had an overall positive impact on the corporate position. Client satisfaction was regularly monitored and such feedback had been largely positive.

- It was noted that the Constitutional Working Group (CWG) was an informal, cross-party member/officer group which met to discuss any changes to the Constitution, whether that be in response to legislation or organisational need, before being presented to Council. Whilst the CWG comprised of a select few members/officers as agreed by the Leader of the Council and the Chief Executive, other members were afforded the opportunity to comment on any potential changes at Full Council.
- In response to a question regarding the emergency powers brought in during the pandemic, it was noted that the Constitution gave the Chief Executive the power to make decisions in the case of an emergency, which was utilised, logged and reported to the Audit & Standards Advisory Committee, Scrutiny Committees and Full Council. Additional temporary delegated powers were also given to the Chief Executive during the pandemic to ensure online committee meetings could be held, as agreed by Full Council.
- It was noted that debt defended related to the legal work undertaken to recover monies owed to the Council. Staffing levels for this area were matched to demand and, as such, some vacancies were maintained during the pandemic. These vacancies would not be filled unless there was sufficient demand and, if there was additional need on a temporary basis only, staff would be recruited on an agency basis.

It was **RESOLVED**:

**(1)** That the following areas for improvement be noted:

- (i). To make a central database to record all constitutional changes made in recent years available to the public.
- (ii). To increase democratic overview and transparency within the Constitutional Working Group, ensuring member involvement in decision-making.

**(2)** The Committee made the following information requests:

- (i). To provide details of decisions taken under emergency powers and temporary delegated powers agreed during the pandemic.
- (ii). To provide details on the savings incurred across the Council by insourcing legal services.

## 8. **Progress Report**

The Scrutiny Progress report, which outlines the issues previously considered at the Resources & Public Realm Scrutiny Committee, was tabled at the meeting and noted.

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

The Forward Plan of Key Decisions was noted.


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

None.

The meeting closed at 8.00 pm

S.KANSAGRA  
Vice-Chair (in the Chair)



 <b>Brent</b>	<b>Resources and Public Realm Scrutiny Committee</b> 10 November 2021
	<b>Report from the Strategic Director of Regeneration and Environment</b>
<b>Topical Issue: Flood Risk Management in Brent</b>	

<b>Wards Affected:</b>	All Wards
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
<b>No. of Appendices:</b>	Three Appendix A Responsibility for Water & Sewage Issues Appendix B Links to Background Documents Appendix C Current Cyclical Gully Cleansing Regime
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	Joseph Barnett Flooding and Drainage Engineer Tel: 020 8937 1605 <a href="mailto:Joseph.barnett@brent.gov.uk">Joseph.barnett@brent.gov.uk</a>  Jonathan Westell Highways Contracts & Delivery Manager Tel: 020 8937 3660 <a href="mailto:jonathan.Westell@brent.gov.uk">jonathan.Westell@brent.gov.uk</a>  Tony Kennedy, Head of Service Highways & Infrastructure Tel: 020 8937 5151 <a href="mailto:tony.kennedy@brent.gov.uk">tony.kennedy@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 To inform the committee of the roles and obligations that the council has in managing flooding and drainage matters in the borough as Lead Local Flood Authority and Highway Authority, the roles and responsibilities of other organisations in flood management and the measures the council undertakes to mitigate the risk of flooding.

## 2.0 Recommendation

- 2.1 That Committee note and comment upon the content of the report

### 3.0 Detail

- 3.1 Members of the Committee will know that as the number of severe weather events has increased, so has the incidence of flooding nationwide. Brent was fortunate to avoid the serious floods that occurred elsewhere in the country of 2007 and 2012 which caused so much damage and disruption for those affected. However Brent did suffer floods in 2007 and 2010 though much of this occurred on the highway, open spaces and gardens. The probability of such events happening again is only likely to grow as climate change increases the frequency of extreme weather.
- 3.2 Flooding can have major economic and social impacts, with people facing significant financial hardship and being unable to return to their homes and suffering stress as a result. For this reason, reducing the long-term risk of flooding is not only a sensible investment but also an important task, not just for the council but for everyone. It's not something that any one organisation can do on its own, because it needs co-operation between public agencies, businesses and households.
- 3.3 The council receives a significant number of enquiries annually regarding drainage and flood risk issues. The vast majority of enquires are not within the councils remit and are often the responsibility of the utility companies, that being either Thames Water or Affinity water. So that the residents can access the correct information and resolve their query more quickly, information is available on the council website which gives clear indication of roles and responsibilities regarding flooding and drainage responsibility of the local authority and utility companies respectively. The information provided online is attached at Appendix A.
- 3.4 The Flood and Water Management Act 2010 aims to provide better, more comprehensive management of flood risk for people, homes and businesses. It identifies "risk management authorities"; bodies with an interest in flood risk management such as the council, water companies and the Environment Agency. Their roles and responsibilities are:

### 3.5 Local Lead Flood Authority (LLFA)

Under the Flood and Water Management Act 2010, the council are responsible for reducing the risk of flooding from surface water, groundwater and ordinary watercourses as a Local Lead Flood Authority (LLFA). To meet our responsibilities the council:

- ***Maintain a register of flood risk management assets (structures that have an effect on flood risk management):*** This includes all flood risk management assets such as culverts, watercourses and holding tanks. All drainage assets, including the council maintained and maintained by Thames Water and Environment Agency are logged on Flood Station.
- ***Provide overall management for highway drainage (road gullies) on designated public highway:*** As Highway Authority, we manage the 20,700 road gullies within the borough via a cyclical cleansing regime, and also respond reactively to any defect or blockages on the network. The contractor records the silt levels found in the gully pots at the time of the cyclical cleansing on the "Map 16" computer system. We are currently analysing silt level data collected over a number of years with a view to targeting better our resources towards gullies that

silt up more, and away from those than silt up less. Appendix C gives information on our current Cyclical Gully Cleansing Regime

The council implements small scale schemes to address localised flooding problems such as broken gullies or gully pipes, or localised gully capacity problems. Larger scale capacity problems are within the remit of Thames Water who are responsible for the main drainage system. Whilst maintenance helps, rainfall flows that are greater than the capacity of the network will still result in localised flooding. This flooding will normally dissipate away down the drains given time.

- ***Developing, maintaining and applying a local flood risk management strategy:*** We also provide updated flood risk management documents (Appendix B) including flood risk management strategy. The overarching aim of the strategy is to enable the long-term management of flooding arising from rivers, surface water and groundwater in the borough and to communicate the risks and consequences of flooding to our residents.
- ***Responding to planning applications:*** As LLFA, the council are statutory consultee for major developments and in accordance with the GLA plan for sustainable drainage, we ensure that a significant betterment (i.e. improved drainage arrangements) is incorporated into new developments, which in turn reduces the risk of surface water flooding on our public highways.
- ***Producing and maintaining a flood risk asset register:*** All of our drainage assets are located on an asset register, which includes all non-tributary watercourses, culverts and attenuation tanks.
- ***Issuing land drainage consents on ordinary watercourses and carrying out enforcement:*** All works undertaken non-statutory main rivers must obtain consent from the council so we are able to oversee and audit all processes to ensure sustainable measure are undertaken.
- ***Investigating significant local flooding events:*** As LLFA, we investigate all major flooding incidences and record the data. Major flooding occurrences such as property floods are recorded under the section 19 format. *(Under section 19 of the Flood and Water Management Act 2010 the council has a duty to investigate flooding when it is deemed necessary and appropriate; where internal flooding of five or more properties has been experienced during a single flood incident or where critical infrastructure has been affected by flooding).*

### **3.6 Utility Companies (Thames Water/Affinity Water)**

The responsibilities of the relative utility companies is to;

- maintain and clear both the Foul and Surface water sewer networks
- maintain and clear any issues with the drinking water main supply and resolve water main leaks
- resolve shared supply pipes serving more than one property
- responsibility for Communication pipes carrying fresh water through the network
- find and resolve any misconnections connecting into the local watercourses.
- maintain designated public pumping stations within the borough

### **3.7 Environment Agency Responsibilities**

The responsibilities of the Environment Agency are as follows;

- developing long-term approaches to Flood & Coastal Erosion Risk Management (FCERM). This includes developing and applying the national FCERM strategy.

- allocation of national Government funding to projects to manage flood and coastal erosion risks from all sources
- delivering projects to manage flood risks from main rivers and the sea
- working with others to prepare and deliver Flood Risk Management Plans
- provide evidence and advice to support others. This includes national flood and coastal erosion risk information, data and tools to help other Risk Management Authorities and inform Government policy, and advice on planning and development issues
- work with others to share knowledge and the best ways of working. This includes work to develop FCERM skills and resources
- management and maintenance of statutory main rivers
- frontline response to significant fluvial (river) flooding events
- overall management of water quality

### **3.8 Thames Regional Flood and Coastal Committee (RFCC)**

There are 12 regional RFCC's in England. RFCCs play an important role in helping to protect communities from flooding and coastal erosion. They help the Environment Agency and partners to understand local issues better, and to balance local and national priorities. The Regional Flood and Coastal Committee (RFCC) is a committee established by the Environment Agency under the Flood and Water Management Act 2010 that brings together members appointed by Lead Local Flood Authorities (LLFAs) and independent members with relevant experience for 3 purposes:

- to ensure there are coherent plans for identifying, communicating and managing flood and coastal erosion risks across catchments and shorelines
- to encourage efficient, targeted and risk-based investment in flood and coastal erosion risk management that represents value for money and benefits local communities
- to provide a link between the Environment Agency, LLFAs, other risk management authorities, and other relevant bodies to build understanding of flood and coastal erosion risks in its area.

There are also the following bodies helping to manage flood risk:

### **3.9 The London Drainage Engineers Group (LoDEG)**

The London Drainage Engineers Group (LoDEG) is an officer lead organisation that represents the interests of those within the 33 London Councils with a responsibility for highway drainage and general flood risk related matters. The Objectives of LoDEG are:

- act in an advisory capacity to the London Technical Advisors Group on any matters of drainage engineering and/or flood risk with the objective of promoting best practice within the Engineering Community.
- respond to specific requirements from LoTAG in carrying out their role as advisor to other associations or bodies.
- promote and discuss any matter of mutual interest especially within a drainage engineering or flood risk subject area.
- encourage and facilitate the exchange of information and experience of drainage, flood risk and related engineering matters.

### **3.10 North West Flood Risk Strategic Partnership**

The North West Flood Risk Strategic Partnership co-ordinates flooding and drainage matters across the North West London boroughs of Brent, Hillingdon, Ealing, Harrow, Barnet and Hounslow. It manages and distributes funding via Capital Flood and Coastal Erosion Risk Management (FCERM Programme). It receives updates from partner organisations such as the Thames Regional Flood and Coastal Committee, the Environment Agency, Thames Water and Thames Flood Advisors.

## **4.0 Financial Implications**

- 4.1 Cyclical and reactive gully cleansing, and the implementation of small scale schemes to address localised flooding problems are funded via general revenue funding. Were there to be any requirements for a scheme involving highway drainage, the annual highways capital maintenance programme, current base funding level £3.5m, would be the first port of call. This funding is also used for resurfacing of carriageways and footways, as well as highway structures. Another source of funding for e.g. Studies is the North West Flood Risk Strategic Partnership.

## **5.0 Legal Implications**

- 5.1 The Flood Risk Regulations 2009 introduced the following duties onto Local Lead Flood Authorities ( LLFAs);
- the duty to prepare preliminary assessment reports;
  - the duty to identify Flood Risk Areas and,
  - the duty to prepare a Flood Risk Strategy
- 5.2 The Flood and Water Management Act 2010 aims to provide better, more comprehensive management of flood risk for people, homes and businesses. The Act identifies risk management authorities, which are bodies with an interest in flood risk management.
- 5.3 Brent council takes on the role of Lead Local Flood Authority, and has the ‘lead’ role in managing local flood risk from surface water, groundwater and ordinary watercourses across Brent. The Act outlines the responsibility of the lead local flood authority to “develop, maintain, apply and monitor” a strategy for local flood risk management.
- 5.4 Section 41 of the Highways Act 1980 places a duty on the council as highways authority to maintain the public highway. The Highways Maintenance Scheme Programme (annual capital maintenance programme, currently £3.5m base funding) must make sufficient provision for the council to comply with this duty. Breach of this duty can render the council liable to pay compensation if anyone is injured as a result of failure to maintain the highway. There is also a general power under section 62 of the Highways Act 1980 to improve highways.
- 5.5 A fuller discussion of the legislation involved in flooding and drainage is contained in the Flood Risk Management Strategy.

## **6.0 Equality Implications**

- 6.1 There are considered to be no equalities implications for this report.

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

- 7.1 None required as a result of this report.

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

- 8.1 None as a result of this report

### **Related Documents:**

Flood Risk Management Strategy  
Surface Water Management Plan

**Report sign off:**

Alan Lunt  
Strategic Director of Regeneration  
& Environment

## Appendix A - Responsibilities for Water and Sewage Problems

### 1. Fresh water leaks

Brent Council has no responsibility for the fresh water network supply. For Fresh water leaking on the public highway, building or residence - contact your local water supplier [Thames Water](#) or [Affinity Water](#).

- [Thames Water](#): 0800 714614
- [Affinity Water](#): 0845 7823333

#### *Clean Water Supply Pipe Responsibilities*

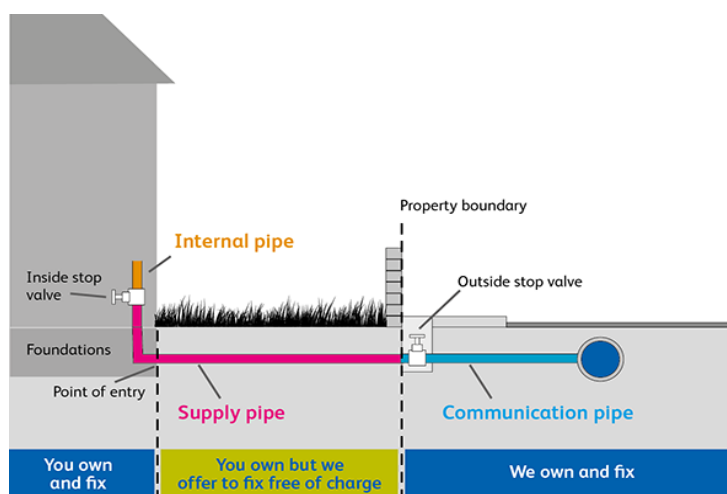


Diagram courtesy of Thames water Website

### 2. Foul water (sewage) leak in a public space

For Blocked foul or surface water sewers in a public space, e.g. in a park or out on the road , contact [Thames Water](#)

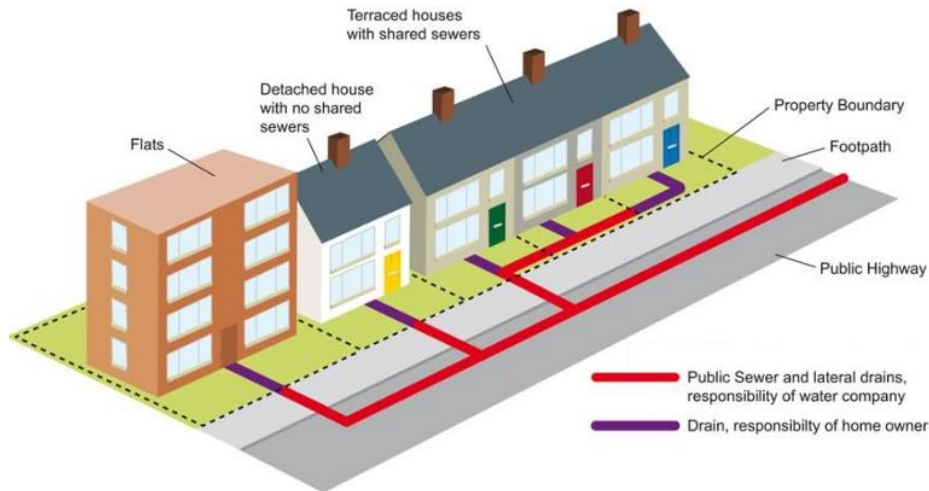
### 3. Foul water (sewage) or surface water drains within private or council owned properties

- Blocked foul/surface water drains in properties where the drains are shared ("**section 24**") - Contact [Thames Water](#)
- Blocked foul/surface water drains in properties where homeowners are certain that the drainage only serves their own property. - Homeowners must make their own arrangements for a suitably qualified drainage expert or builder to carry out works to any defects found at their own expense.
- Blocked foul/surface water drains in Brent house management properties that serve more than one property – Contact Thames Water
- Blocked foul/surface water drains in Brent Housing Management properties that have an individual drainage system that only serves the property - Tenants should contact [Brent Housing Management](#) to arrange for the works to be carried out.



## Sewerage Responsibility Diagram

Diagram courtesy of quick clear drainage



### 4. Ground water

Land Drainage is a complex area of responsibility. The rule of thumb is that the landowner is responsible for the land drainage of their land. As Lead Local Flood Authority the Council has a role in providing technical advice with regard to local flooding sources so we can provide advice to Residents of the borough who are having issues with groundwater. Please email [Highways&infrastructure@brent.gov.uk](mailto:Highways&infrastructure@brent.gov.uk)

### 5. Highway Drainage

- Blocked road drains ("gullies")- [Use our Cleaner Brent app](#) or email [highways&infrastructure@brent.gov.uk](mailto:highways&infrastructure@brent.gov.uk).
- Missing road gully cover ? [Use our Cleaner Brent app](#)



## **Appendix B – Links to Background Documents**

Strategic Flood Risk Assessments

[https://www.brent.gov.uk/media/16415920/eb\\_si\\_01-sfra-level-1.pdf](https://www.brent.gov.uk/media/16415920/eb_si_01-sfra-level-1.pdf)

<https://www.brent.gov.uk/media/16411822/level-2-strategic-flood-risk-assessment.pdf>

Flood Risk Management Strategy.

<https://www.brent.gov.uk/media/16406897/flood-risk-strategy-sept-2015.pdf>

Surface Water Management Plan

<https://www.brent.gov.uk/media/16410608/w83-brent-surface-water-management-plan.pdf>

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## Appendix C – Current Cyclical Gully Cleansing Regime

### *Gully Cleansing Frequencies*

	<i>Number of gullies</i>	<i>Frequency</i>	<i>Number Per Annum</i>
<i>Vulnerable gullies</i>	<i>131</i>	<i>6 monthly (must include cleaning during leaf fall)</i>	<i>262</i>
<i>Principal Road gullies</i>	<i>2,106</i>	<i>Annually</i>	<i>2,106</i>
<i>Non Principal Classified Road or Borough road gullies</i>	<i>18,404</i>	<i>18 months</i>	<i>12,269</i>
<i>Footway gullies</i>	<i>77</i>	<i>18 months</i>	<i>51</i>
<b>Total</b>	<b>20,718</b>		<b>14,688</b>

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	<b>Resources and Public Realm Scrutiny Committee</b> 10 November 2021
	<b>Report from the Assistant Chief Executive</b>
<b>Safer Brent Partnership Annual Report 2020/21</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	One Appendix 1 The Safer Brent Partnership Annual Report 2020/21
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Colin Wilderspin – Head of Community Protection 020 8937 5367 Colin.wilderspin@brent.gov.uk  Davina Smith – Community Safety Manager 020 8937 1780 <a href="mailto:Davina.smith@brent.gov.uk">Davina.smith@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 The purpose of this report is to present to the scrutiny committee the Safer Brent Partnership – Annual Report 2020/21.
- 1.2 The purpose of the report is to provide a summary of the key issues and an update on the delivery of the Safer Brent Partnership (SBP) priorities and objectives for 2020-21. The report also provides an update on the impact of the current Covid 19 Pandemic and how this may have effected delivery, also highlighting any key areas of focus for 2021/22.

## **2.0 Recommendation(s)**

- 2.1 That the committee is assured that the Safer Brent Partnership Annual Report 2020/21 has delivered against 2020/21 priorities, provided oversight into key areas of delivery and highlighted the impact of the pandemic on performance.
- 2.2 That the committee will review the Annual Report 2021/22.

## **3.0 Detail**

- 3.1 The Safer Brent Partnership is required through legislation to conduct an annual strategic assessment of crime, disorder, anti-social behaviour, substance misuse and reoffending within the borough. The annual review is used to inform relevant action plans for 2019/20 that sit below the Safer Brent Strategy 2018-2021 (extended to 2022).
- 3.2 This Strategy supports the delivery of the Brent Borough Plan 2019-2023: Building a Better Brent and primarily delivers against the Brent priority of 'A borough where we can all feel safe, secure, happy and healthy'.
- 3.3 As agreed in March 2018, the Safer Brent Strategic priorities for 2018/21 are as follows:
- Reducing Domestic and Sexual Abuse
  - Reducing the impact of Gangs and Knives in our community
  - Reducing Vulnerability and Increasing Safeguarding
  - Reducing Offenders and Perpetrators from Reoffending
  - Reducing Anti-Social Behaviour.
- 3.4 The Police and Justice Act 2006 brought introduced powers for scrutiny committees to consider work being undertaken by Community Safety Partnerships. It should be noted that the power is to look at the work of the partnership as a whole rather than a power to scrutinise individual partners.
- 3.5 Throughout the year partners have worked together to develop new projects and programmes, embed our strategy, reviewed action plans and progressed our priorities in line with the priorities outlined above. The annual report provides a snap shot overview of some of the activities delivered during this period. It also takes into consideration the impact of the Pandemic and the affect it has had on delivery.
- 3.6 There is clear focus on detailing the activity taken place within the borough focused at crime reduction, safety and prevention across all areas. Highlighting 'What did we do, how successful have we been and what was the impact of Covid-19' and the Pandemic on delivery.
- 3.7 We have ensured that within each priority area the voice of the community, victim/ survivor or service user is reflected in a case study. To highlight the impact services and support have had in achieving positive changes.

## **4.0 Financial Implications**

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

## **5.0 Legal Implications**

- 5.1 The Police and Justice Act 2006 requires that:

(1) Every local authority shall ensure that it has a committee (the “crime and disorder committee”) with power—

(a) to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions;

(b) to make reports or recommendations to the local authority with respect to the discharge of those functions.

- 5.2 “The responsible authorities” means the bodies and persons who are responsible authorities within the meaning given by section 5 of the Crime and Disorder Act 1998 (c. 37) (authorities responsible for crime and disorder strategies) in relation to the local authority's area.

- 5.3 A local authority must—

- (a) ensure that its crime and disorder committee has power (whether by virtue of section 21(2) of the Local Government Act 2000 or regulations made under section 32(3) of that Act or otherwise) to make a report or recommendations to the local authority with respect to any matter which is a local crime and disorder matter in relation to a member of the authority.

(In the case of a local authority operating executive arrangements—  
a reference to making a report or recommendations to the “local authority” is to be read as a reference to making a report or recommendations to the local authority or the executive).

- 5.4 The Safer Brent Partnership is the statutory Community Safety Partnership under section 5 of the Crime and Disorder Act 1998. It confers a legal responsibility on the partner agencies to consider the impact on crime and disorder of everything that they do, and to jointly create a strategy to reduce crime, disorder, substance misuse and reoffending in Brent.

- 5.5 Each of these partners is bound under section 17 of the Crime and Disorder 1998. The Act states each authority needs to do all it reasonably can to prevent crime and disorder and to ensure services give due regard to crime and disorder.

- 5.6 Information is shared across the Safer Brent Partnership through the s115 Information Sharing Protocol, which allows for the sharing of both personalised and depersonalised information across agencies for the purposes of crime prevention and reduction. This protocol is reviewed each year.

## **6.0 Equality Implications**

6.1 none.

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

7.1 Ongoing review through out the year with key stakeholders and partners including the Safer Brent Partnership Board, which retains oversight.

7.2 Attendance at key and relevant public meetings and to be made available on the Brent council Website for all public.

### Related Documents

Brent Community Safety Strategy 2018-2021 (extended until 2022).

#### **Report sign off:**

Shazia Hussain  
Assistant Chief Executive





# SAFER BRENT



PARTNERSHIP ANNUAL REPORT 2020 - 2021



Community Safety Team  
LONDON BOROUGH OF BRENT

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## **Foreword by Carolyn Downs, Chair of the Safer Brent Partnership and Chief Executive of Brent Council.**

Welcome to the 2020/21 edition of the Safer Brent Partnership Annual Report. Here you can read about the wide-ranging work that the board has overseen in the past year as we strive to make Brent a borough in which we all feel safe and secure.

Our priorities over the past 12 months have remained the same as previous years: reducing domestic and sexual abuse, reducing the impact of gangs and knives in our community, reducing vulnerability and increasing safeguarding, reducing offenders and perpetrators from reoffending, and reducing antisocial behaviour.

These priorities have taken on a new significance in the light of the past year. From the devastating impact of the Covid-19 pandemic on the borough, to violence against women and girls on the streets of our borough and city, and the global Black Lives Matter campaign, this year has challenged Brent in ways that we have not seen before. Events such as these have highlighted more than ever the importance of ensuring that Brent is a borough where we can all feel safe, secure, happy and healthy. They have also brought to light the inequalities that still exist in our borough, and the disproportionate impact that these difficult events have had on certain communities.

Addressing the impact of gangs and knives in Brent has remained a key priority. The recent Home Office weapon surrender scheme ran from 10<sup>th</sup> December 2020 to 9<sup>th</sup> March 2021, with Wembley Police Station acting as one of the designated police stations for this scheme. The newly launched Horizons Project will also work to address the causes of violence and antisocial behaviour in Brent, piloting a public health approach to tackling serious violence in NW10.

Gang violence is not the only violent crime concern in Brent. Following on from the tragic deaths of Nicole Smallman and Bibaa Henry and the renewed national focus brought on by the disappearance and death of Sarah Everard, Brent continues its commitment to ensuring women and girls are and feel safe from male violence within the borough. Brent is working with partners specifically on the issues of street based sexual abuse and harassment to raise awareness of these issues and expedite a societal shift in the prevalence and acceptance of male violence against women.

As both the chair of the Safer Brent Partnership and Chief Executive of Brent Council I know that there is still work to be done to address the disproportionate impact of crime on Brent's communities, and to challenge the perceptions of crime in our borough. I am however, hugely proud of the work that is already being done to effectively address these issues. In particular, Brent's Black Community Action Plan, developed in partnership between the Council and the community, will work to support early intervention, strengthen community leadership, and support employment.

Effective partnership working has been key in enabling us to continue to respond to community safety concerns across the borough, and work towards the shared goal of making Brent a safer place to live.

## **Foreword by Cllr Promise Knight, Lead Member for Community Safety and Engagement.**

Thank you for taking the time to read the 2020/21 Safer Brent Partnership Annual Report.

In all of the work that the partnership does it strives to place the concerns of the community at its heart. The Safer Brent Partnership ensures that it works effectively alongside key Council strategies and policies which have been informed by community engagement, including the newly implemented Equality Strategy, Poverty Commission, and Black Community Action Plan, which all aim to tackle the causes and drivers of serious violence.

We know that individuals and communities are best supported when agencies and teams work together. Antisocial behaviour is a key concern of Brent's residents, and we have continued our partnership working to address this. Since September 2020 there have been 18 days of action in Church End, Kingsbury, Harlesden, Willesden and Wembley. Public Space Protection Orders remain in force in locations across the borough, and proactive operations are currently conducted by the Council's Neighbourhood Patrol Team, with persistent offenders facing Fixed Penalty Notices and prosecution.

Working with at risk children and young people is also essential in addressing key community safety concerns in the borough, proactively identifying risk factors and concerns to allow a programme of prevention work to take place. The Youth Justice Board funded BAME Covid-19 Pathfinder supports young BAME people who have had adverse childhood experiences and are at risk of entering the youth justice system to engage with education, and gives them access to a range of positive activities. The work of the partnership has also been able to support children, young people and adults at risk of CCE, CSE, serious youth violence and offending behaviour through the fortnightly Exploitation, Violence and Vulnerability Panel (EVVP). Of referrals into the Violence and Vulnerability Programme, 75% of the cohort have not reoffended since being added to the programme.

The pandemic has led to an increase in domestic abuse nationally, with multiple lockdowns impacting people's ability to seek help and support, and sadly the picture has been no different in Brent. As you will read about in this report, the Safer Brent Partnership has supported and overseen work to raise awareness of this issue through the 'Lockdown is no excuse for Domestic Abuse' campaign, and through partnership working facilitated by Brent's Domestic Abuse Multi Agency Risk Assessment Conference (DA MARAC). As we begin to emerge from lockdown and recover from the impact of the pandemic, Violence Against Women and Girls (VAWG) and women's night safety will form a key part of Brent's community safety programme, with work underway to support the night time economy to deliver the pledges outlined in the Mayor of London's Women's Night Safety Charter.

We hope you find the information in this report useful in understanding how we are working to make Brent a borough where everyone feels safe and secure. Feedback

and community engagement remains key to ensuring that the programmes and services we offer best meet the needs of Brent's community, so if there is any way that you think we can improve our services, please do let us know.

## **1. Background**

1.1 Brent is a multi-cultural and vibrant North West London Borough with around 335,300 people living within Brent (the 6th largest population among London boroughs). About 53% of Brent residents were born outside of the UK and over 149 languages are spoken. Around 65% of residents are from Black, Asian and Minority Ethnic (BAME) backgrounds and Brent is home to 66,000 EU citizens.

1.2 According to GLA population projections, in 2020, approximately 212,000 people were aged between 18 and 64 years old, approximately 42,100 residents were over 65 years old and 77,500 were aged under 18. These are the 10<sup>th</sup>, 7<sup>th</sup> and 6<sup>th</sup> highest in among London boroughs respectively.

Across Brent employment in industries related to distribution, transportation, accommodation, food and retail form the largest part of the local economy. At the same time, poverty, long-term unemployment, and adult skill levels remain key challenges for Brent, as does the low participation of women in the labour market, primarily looking after the family and home (Igs-research base 2019-2040 new regeneration - inclusive growth strategy)

1.3 The Safer Brent Partnership (SBP) is the multi-agency strategic group that oversees our approach to reducing crime and antisocial behaviour. It is made up of representatives from multiple agencies including the London Borough of Brent, Metropolitan Police, London Fire Brigade, health, National Probation Service, Community Rehabilitation Company, Voluntary Services and Victim Support. The SBP also works with other groups such as the Local Adult Safeguarding Board, the Brent Safeguarding Children Forum, and the Health and Wellbeing Board.

1.4 The SBP aims to ensure that our community can thrive and live with less fear of crime, greater confidence in services and take responsibility for its own actions. It pledges to bring to justice those who cause the most harm, using trauma informed and restorative approaches and out-of-court disposals where appropriate. The work is intelligence-led and evidence-based, identifying real issues and taking a problem solving approach to reducing them whilst reviewing wider contextual safeguards.

1.5 Each year the SBP reviews and agrees a set of local priorities for the upcoming year in line with the 2018-2021 Community Safety Strategy. The priorities remain as;

- Priority 1: Reducing Domestic and Sexual Abuse
- Priority 2: Reducing the Impact of Gangs and Knives in our Community
- Priority 3: Reducing Vulnerability and Increasing Safeguarding
- Priority 4: Reducing Offenders and Perpetrators from Reoffending
- Priority 5: Reducing Anti-Social Behaviour

1.6 The SPB has incorporated the London wide Mayor's Office for Policing and Crime (MOPAC) priorities and in addition has included for 2020/21, the following as local volume crime priorities:




- Non-Domestic Abuse Violence With Injury
- Personal Property Offences





1.7 Brent also has a Safer Neighbourhood Board; the boards have been set up in every London borough by MOPAC. They bring police and communities together to decide local policing and crime priorities, solve problems collaboratively and make sure that the public are involved in a wide range of other community safety decisions. MOPAC has made £1m available for Safer Neighbourhood Boards to fund projects that will help cut neighbourhood crimes and boost public confidence.

## 2. 2020/21 Performance

### 2.1 Performance Summary

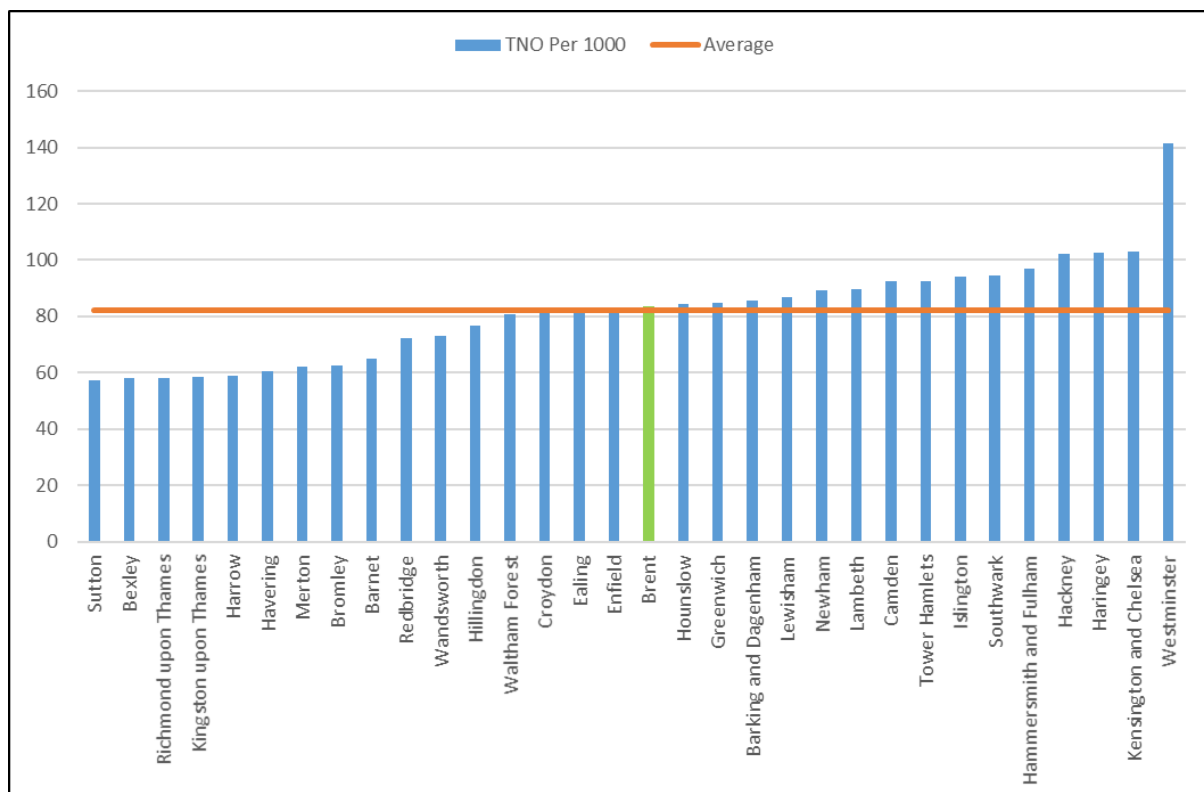
Below is a summary of key outcomes as part of the Safer Brent Community Safety Strategy 2018 to 2021.

Priority	Measure	Reduction and Collection method	Baseline 2019/20 outturn	2020/21	RAG
Reducing recorded crime	We will aim to be below the London borough average for the overall crime rate	Total Notifiable Offences per 1000 population, as per Home Office approved statistics	91.3 crimes per 1,000.	83.9 crimes per 1,000.	London Borough Average 82.0 crimes per 1000
Reducing Gang Related Offending	Reduce the number of lethal-barrelled gun discharges	All recorded lethal barrel gun discharges in the borough reported to Brent Police	8	24	
Reducing Gang Related Offending	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	55	50	
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)	11174	19874	

Reducing Violence and Vulnerabilities	Reduce the number of Violence with Injury Domestic abuse offences	All Brent Police recorded violent offences where the victim and suspects are intimate partners or are family members reported to the police and flagged as a domestic incident	870	865	
Reducing Acquisitive offending	Reduce the number of personal robberies	All Brent Police recorded personal robbery offences	1366	840	
Reducing Acquisitive offending	Reduce the number of knife related robberies	All Brent Police recorded personal robbery offences with a knife crime flag	362	179	
Reducing Acquisitive offending	Reduce the number of residential burglaries	All Brent Police recorded residential burglaries	2093	1559	

## 2.2 Total Notifiable Offences (TNO) in Brent

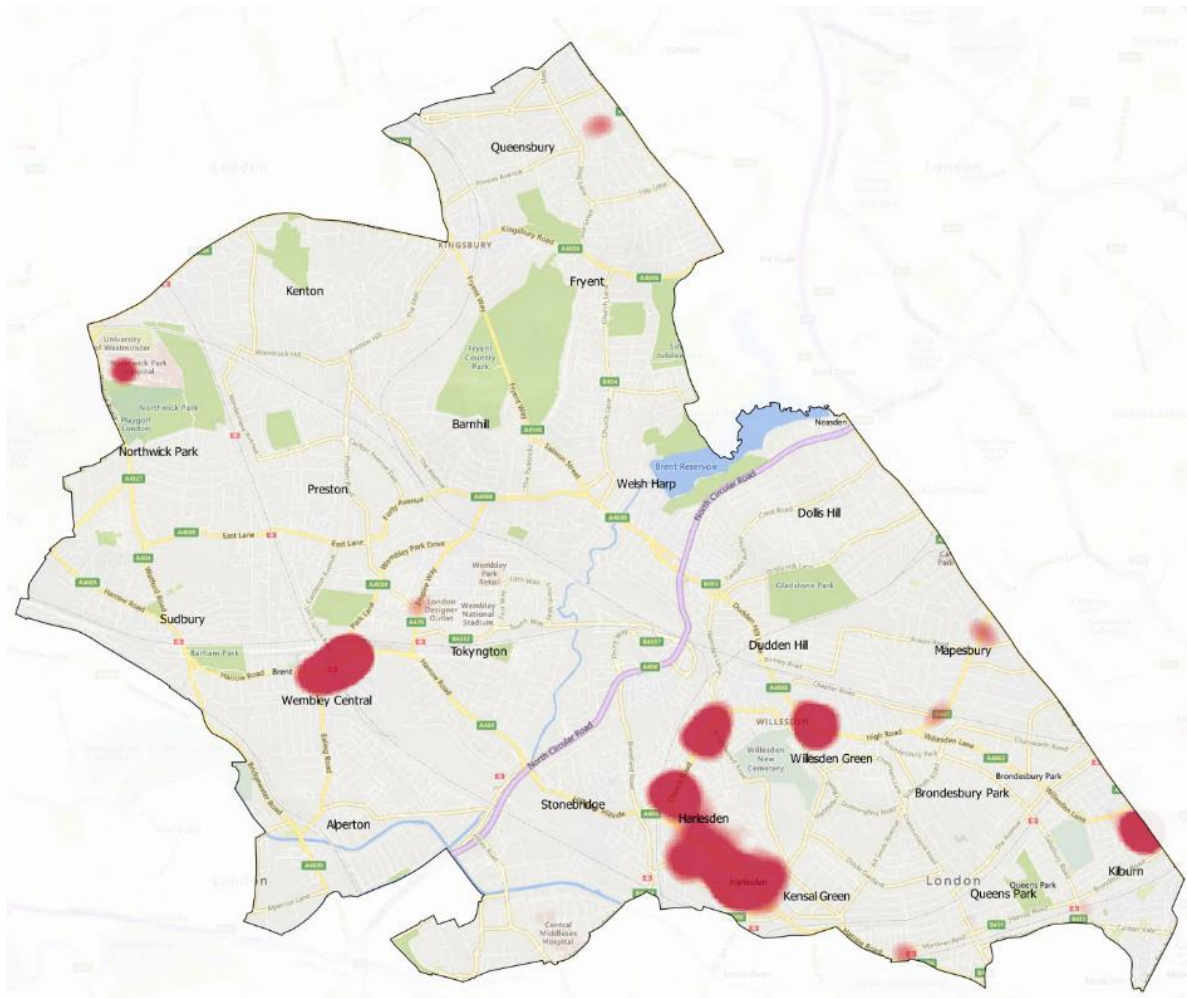
Brent is slightly above the London average for total notifiable offences per 1000 population. However, offences per 1000 have decreased significantly compared with 2019/20.





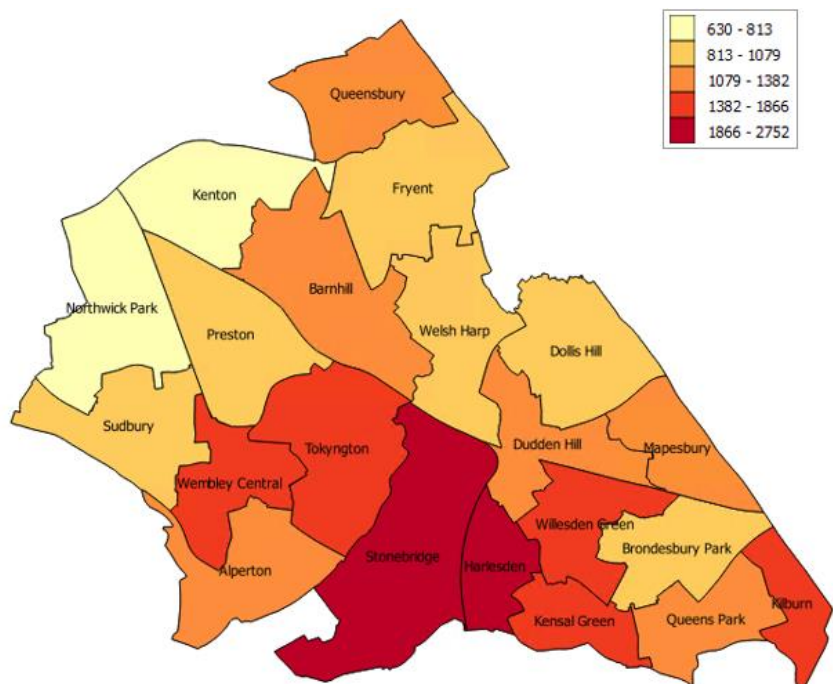
All London Boroughs saw a reduction in TNOs due to government restrictions throughout much of 2020/21.

Hotspot areas are largely unchanged from 2019/20. The only significant change is that the areas immediately around Wembley Stadium and Arena are no longer a crime hotspot – this is due to the cancellation of events in most of 2020/21. Hotspots are often reflective of areas that have high levels of gang activity and deprivation – this applies to South Kilburn and Harlesden. Other areas are crime hotspots due to high levels of footfall – Wembley High Road and Willesden High Road.



The below map highlights TNOs at ward level in 2020/21

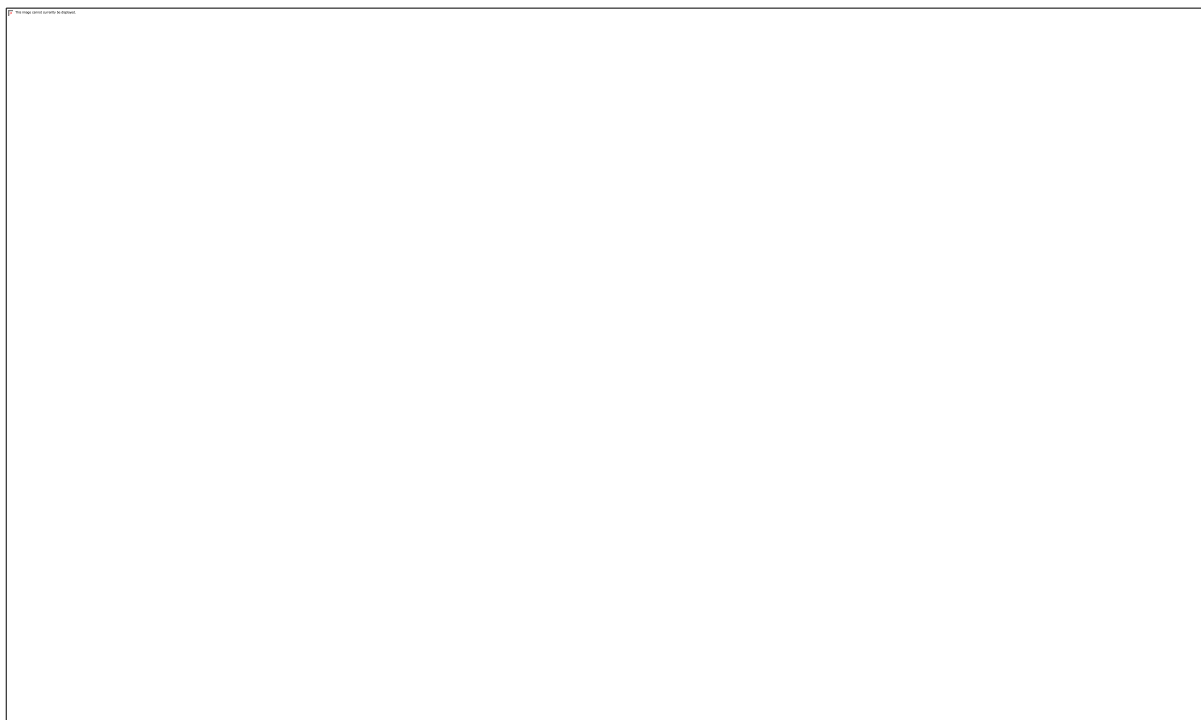
Ward	% of Total TNO
Stonebridge	9.7%
Harlesden	9.0%
Wembley Central	6.6%
Willesden Green	5.9%
Kensal Green	5.4%
Kilburn	5.3%
Tokington	5.2%
Mapesbury	4.9%
Queensbury	4.8%
Dudden Hill	4.7%
Queens Park	4.3%
Alperton	4.3%
Barnhill	4.3%
Dollis Hill	3.8%
Welsh Harp	3.7%
Preston	3.6%
Fryent	3.3%
Brondesbury Park	3.2%
Sudbury	3.1%
Northwick Park	2.9%
Kenton	2.2%



### 3 Priority: Reducing Domestic and Sexual Abuse

#### 3.1 Why is it a priority?

There is a recognised priority in the Safer Brent Community Safety Strategy (2018-2021) to address all forms of domestic and sexual violence, with a focus on forms of violence that disproportionately affect women and girls. Brent had the fifth highest number of domestic abuse offences in comparison to our Most Similar Boroughs in 2020/21. Only one of these boroughs saw a reduction in domestic abuse offences. Brent's 6% increase was the fifth highest of this group.



Violence Against Women and Girls (VAWG) incorporates Domestic Abuse (DA), sexual violence, stalking, prostitution, Female Genital Mutilation (FGM), Honour-Based Violence (HBV), faith-based abuse, Forced Marriage (FM) and human trafficking. To tackle these a multiple agency approach follows the five 'Ps':

- **Prevention;** changing attitudes and preventing violence
- **Provision;** assisting victims to reduce risk and move on to develop their lives
- **Partnership;** effectively working together to challenge all abuse and increased partnership with schools for earlier intervention
- **Protection;** providing an effective criminal justice system and victim response
- **Participation;** assisting perpetrators to reduce risk and move on

### 3.2 What did we do?

The SBP raised awareness of DA and VAWG to increase a co-ordinated response:

- The Community Safety Team worked alongside the Communications team at Brent Council to deliver a communication and promotion campaign across the year and at key periods to highlight DA and VAWG.
- Brent successfully delivered a number of events in support of the 16 days of activism. This included;
  - A video of key members and officers signing the white ribbon promise.
  - The 16 day calendar of local and national activities was promoted across the borough.
  - 4 VAWG Webinars were delivered on survivors voices, coercive control, faith based abuse and prostitution.
  - A domestic abuse pack was provided to schools through CYP and School leads.
  - The domestic abuse champion promotional video was published internally on 10th December to mark the end of the 16 days.
  - Brent professionals and residents were encouraged to sign the White Ribbon Promise to never commit, excuse or remain silent about male violence against women.
- Community Safety supported the work of the Gender Equality Network to deliver a week of virtual events to celebrate International Women's Day 2021. These events included empowering keynote speakers, a panel discussion with inspirational women, a book club session, and more
- The locally commissioned domestic abuse support service, ADVANCE have delivered training sessions on Domestic Abuse and MARAC (Multi-Agency Risk Assessment Conference) awareness which is available to all practitioners working in Brent via the Brent Safeguarding training website. ADVANCE have also delivered specialist bespoke training days to specific services who require it. This has included Police, Housing, and Healthcare professionals. In 2020/21 289 professionals across Brent accessed training programmes delivered by Advance.
- Following on from the tragic murders of Nicole Smallman and Bibaa Henry and the renewed national focus brought on by the disappearance and murder of Sarah Everard, Brent continues its commitment to ensuring women and girls are and feel safe from male violence within the borough. Brent is working with partners specifically on the issues of street based sexual abuse and harassment to raise

awareness of these issues and expedite a societal shift in the prevalence and acceptance of male violence against women.

- Since April 2020, the Community Safety Team has been producing a monthly VAWG Newsletter for local professionals working in the VAWG sector, or coming into contact with VAWG. This Newsletter contains national and local updates including training and employment opportunities as well as a monthly spotlight on a different element of VAWG. Spotlights have included sexual abuse, stalking, economic abuse, harmful practices and prostitution.
- In early 2020, Brent Council signed up to the Mayor of London's Women's Night Safety Charter and commenced working with local night-time economy venues to increase the safety of women across the borough. This work was put on hold during the Covid-19 pandemic and national lockdowns but is due to recommence in line with the re-opening of night-time economy venues across the borough.
- 93 professionals, parents and young people have accessed Global Thinking training since July 2020. This training covers issues related to gender based violence and exploitation among young women and girls.

### 3.2.1 The SBP supported victims of DA and VAWG:

- Brent Council continues to commission ADVANCE Charity to deliver front line domestic abuse support within the borough. Since October 2020 ADVANCE have extended their opening hours until 9pm three evenings per week to enable victims and survivors to access support outside working hours. The service can now be accessed Mondays and Tuesdays 10am – 6pm and Wednesdays, Thursdays and Fridays 10am – 9pm.
- On 6th October 2020, Brent Housing Needs achieved the prestigious Domestic Abuse Housing Alliance (DAHA) accreditation. The accreditation recognises a national standard in support provided to victims of domestic abuse by housing providers, making Brent one of the first local authorities in the country to achieve this status. Within the feedback, DAHA stated, *"We feel assured that survivors approaching Brent Council will always get the support they need and the DA team are fantastic advocates for so many women."*
- As part of the offer of support to employees outlined in the Domestic Abuse Policy (January 2020), Brent Council now has 29 trained domestic abuse champions who are ready and equipped to provide support to colleagues affected by domestic abuse. This network of champions is available for staff who do not wish to seek support from their line manager or HR representative. The champions can provide

emotional support and signposting and be advocates in raising awareness about domestic abuse across the organisation.

- The Brent Family Solutions team continues to deliver the Freedom Programme; a domestic abuse support course, designed for women as survivors of domestic abuse and those who are currently experiencing domestic abuse.
- Brent Council and partners has continued to deliver the Chrysalis advice centre; a drop in centre operating ½ day per week offering specialist multi-agency support. The aim is to build trust to encourage earlier reporting and use a multi-agency approach to assist survivors and professionals to navigate the system more quickly and effectively, thereby increasing the effectiveness of interventions.
- Brent has also adopted the evidence-based IRIS model, funded by the Violence Reduction Unit. Being delivered in a blended approach in partnership between IRISi, ADVANCE, the Asian Women's Resource Centre and the CCG, this project aims to support clinicians in general practice to recognise and respond to their patients affected by domestic violence and abuse.

### 3.2.2 The SBP have supported children and young people affected by VAWG:

- The council continues to commission a specialist Children and Young Persons Domestic Abuse Worker to work alongside Children's Social Care Teams to deliver specialist support to school-aged children who have witnessed and/or experienced domestic abuse.
- Community Safety continue to oversee and ensure collaborative work between providers of Child Sexual Exploitation and Gang related support through the newly merged Exploitation, Violence and Vulnerability Program.
- Since July 2020, Brent has commissioned Global Thinking; a diversionary project for young women and girls affected by gender based violence, exploitation and youth violence. This project is delivered as a partnership between Young Brent Foundation, Start Easy and Plias Resettlement and supports young women and girls (aged 10 – 25) through group work and 1-1 support.
- The Women and Girl's network secured funding from the MOPAC VAWG fund to deliver CouRAGEus, a partnership project, for black and minoritised young women (aged 14 – 24) who are experiencing/at risk of violence and abuse.

3.2.3 The SBP have pursued and assisted perpetrators to reduce risk and to move on:

- As part of MOPAC's London Crime Prevention Fund, Brent Council continues to commission RISE Mutual to deliver a Perpetrator Intervention Programme with integrated victim support. The programme aids an increase in motivation for change, supporting the service user to reduce and eliminate repeat abuse, supporting healthier relationships through intervention based group and 1-1 work.
- Community Safety continue to engage offenders through the exploitation, violence & vulnerability programme utilising the commissioned providers St Giles Trust, Air Sports and Westminster Drug Project.
- Since July 2020, Brent has commissioned two further violence and vulnerability projects through additional funding from the Violence Reduction Unit. These projects include mental health outreach workers (Westminster Drug Project) and a hospital based intervention (St Giles)

3.2.4 The SBP have raised awareness of FGM and strengthened pathways for support:

- Until June 2020, the council continued to commission the National FGM Centre to provide a Specialist Social Worker within Children's Social Care to co-work cases to ensure FGM is being assessed effectively and to deliver interventions through educative direct work.
- Brent continues to operate the Hibiscus Clinic at Wembley Centre for Health, a FGM clinic for non-pregnant women over the age of 18. The service, provided by an all-female team in a sensitive and non-judgemental environment, include: general information, physical assessment and treatment, emotional support and counselling, access to FGM Health Advocates and referrals to specialist consultants, if needed.
- During 2020/21, a multi-agency working group produced a 7-minute briefing on Female Genital Mutilation for Brent professionals. The group was coordinated by Brent Community Safety and had representatives from Brent Council, North West London CCG, Brent Safeguarding Children and Adults partnerships, and local voluntary sector partners. The tool is intended to be used as a refresher for all professionals who have already had some formal training on FGM.

3.2.5 The SBP have worked to help those exiting from sexual exploitation including human trafficking and prostitution:

- As part of MOPAC's London Crime Prevention Fund Brent Council continues to commission Nia to deliver non-judgemental support and advocacy to people involved in prostitution.
- North London Rape Crisis and the Women and Girls Network continue to provide Independent Sexual Violence Advisor (ISVA) provision for victims of sexual abuse in Brent.
- Brent Council have built links with other providers of sexual abuse services including The Survivor's Trust which is the largest network of organisations delivering rape, sexual violence and sexual abuse counselling and support services within the UK.

3.2.6 The SBP continues to work closely with partners to reduce domestic and sexual abuse:

- Community Safety have worked closely in partnership with Victim Support, The Asian Women's Resource Centre, The Eastern European Advocacy Service, The Women and Girl's Network and Galop to provide coordinated support to survivors of domestic abuse.
- Brent Council continues 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 prevent future incidents.
- The Safer Brent Partnership concluded and published the Domestic Homicide Review into the death of Elena on the Brent Council website on 3<sup>rd</sup> September 2020.
- Two further DHRs have been underway during 2020-21; one is due to be heard by the Home Office Quality Assurance Panel in June 2021, the other is still ongoing.
- Community Safety have commenced a quality assurance audit of the previous DHR recommendations of the five published reports to monitor any long lasting impact the recommendations have had.
- The Brent Multi-Agency Risk Assessment Conference (MARAC) moved to virtual delivery in April 2020. This continues to be chaired by the Metropolitan Police and coordinated by ADVANCE. The MARAC steering group meets quarterly to allow for monitoring and evaluation of the MARAC process and outcomes.



- Following consultation with partners, since February 2021 the Brent MARAC has increased in frequency from monthly to fortnightly. This change was made to respond to increasing case numbers and ensure a more rapid and effective response to those at high risk of domestic abuse and homicide. Since this change, the Brent MARAC has discussed an average of 20 high risk cases of domestic abuse every fortnight.
- The Community Safety team continue to attend and deliver several strategic partnership groups to ensure continued improvements to the operational management of the provision of VAWG services through a coordinated, multi-agency and intelligence led approach. This includes the VAWG Forum, VAWG Delivery Group, MARAC Steering Group, and London VAWG Coordinators Meeting.
- On 1st October 2020, the Resources and Public Realm Scrutiny Committee made a report and recommendations to the Cabinet on Violence Against Women and Girls. The report contained 10 recommendations which have been developed into a partnership action plan.
- Community Safety and VAWG partners to prepare for duties and responsibilities due to be implemented as part of the Domestic Abuse Bill. The Bill is due to become law in April 2021 at which point the Council and partners will have a responsibility to ensure compliancy with statutory changes set out in the Act.

### 3.3 How successful have we been?

#### Domestic Abuse Offences

Brent has seen an increase in domestic abuse offences in 2020/21 but a decrease in domestic abuse offences, which resulted in an injury to the victim. Sexual offences also decreased in this period.

	2020/21	2019/20	% Change
Domestic Abuse Offences	3551	3346	6.1%
Domestic Abuse With Injury Offences	868	884	-1.8%
Sexual Offences	600	642	-6.5%

#### All London

	2019/20	2020/21	% Change
Domestic Abuse Offences	89880	94365	5.0%
Domestic Abuse Offs (Victim With Injury)	23610	23303	-1.3%

Domestic Abuse offences have increased across London when comparing 2020/21 with 2019/20. However, offences have increased by slightly more in Brent.

Offences where the victim has sustained an injury have decreased both in Brent and London but by slightly more in Brent.

### **Sexual Offences**

#### Brent

	2019/20	2020/21	% Change
Sexual Offences	642	599	-6.7%
Rape Offences	244	244	0%

#### All London

	2019/20	2020/21	% Change
Sexual Offences	20152	18607	-7.7%
Rape Offences	7889	7453	-5.5%

In 2020/21 there was a decrease in Sexual Offences in both Brent and London as a whole. This is most likely due to periods of lockdown throughout 2020/21. However, rape offences remained the same in Brent despite a 5.5% decrease across London.

**ADVANCE** is commissioned by the council to deliver front line domestic abuse support to both male and female victims of domestic abuse aged 4 and over. They provide support and advice around crisis intervention, risk management, safety planning, housing options, civil and criminal proceedings, immigration, and advocacy with other agencies. ADVANCE can be contacted on **07398454898** / [brent.admin@advancecharity.org.uk](mailto:brent.admin@advancecharity.org.uk)

### **IDVA and Family Support Services**

- 1,167 referrals to ADVANCE IDVA and Family Support services
- 95% of survivors who feel safer after using the service compared with intake
- 93% of survivors who feel confident in knowing how and when to access help and support in the future
- 92% of survivors who feel that their quality of life has improved after using the service

- 98% of service users whose risk reduced during and after using the services.
- 85% reported enhanced sense of control/agency around sex and relationships at exit
- 94% reported positive outcomes in criminal and civil justice after accessing services

### **Chrysalis**

- 264 individuals have been supported by the Chrysalis Advice Centre
- 354 sessions with professionals have been delivered
- An average of 93% of survivors reported satisfaction with the service they received
- An average of 94% of survivors said they would recommend Chrysalis to a friend
- An average of 93% of survivors reported feeling more confident in knowing how and when to access support after attending Chrysalis

### **IRIS** (commenced in October 2020)

- All 51 GP Practices in Brent have been contacted and offered intervention
- 28 practices showed initial interest in engaging
- 12 practices have received Clinical Session 1 including 67 doctors, 14 practice nurses, 4 specialist nurses and 29 other clinicians.
- In the evaluation questionnaires, all participants indicated an increased knowledge in all aspects of domestic violence and abuse.

### **MARAC**

- 668 referrals were made into the Brent MARAC
- 13% of cases were repeat referrals for cases, which had been discussed within the last 12 months.
- 76% of survivors who engaged with ADVANCE reported feeling safer as a result of being subject to a MARAC process.

**NIA the Exit Sex Work Project** was commissioned by the council in June 2019 to deliver non-judgemental support and advocacy to people involved in prostitution. The aim of the service is to provide support and options around exiting, and the service will work with individuals at whatever their stage. The project will accept self-referrals and referrals from other agencies or anyone concerned who have identified locations

of sex work. NIA operate a weekly drop in and a night-time outreach van. NIA can be contacted on **02076831270**/ [exiting.advocacy@niaendingviolence.org.uk](mailto:exiting.advocacy@niaendingviolence.org.uk).

2020/21:

- 11 referrals received for on-street sex workers
- 91% of referrals received successfully engaged and received intervention
- 27% of those exiting treatment have successfully ceased sex working
- As the Covid-19 restrictions are lifted, Nia will increase their focus on off-street sex work targeting brothels and parlours to provide support

**RISE Mutual** was commissioned by the council in June 2019 to deliver the domestic abuse perpetrator intervention programme. The programme supports perpetrators to change their behaviour and prevent repeat incidents through intervention based group and 1-1 work. RISE can be contacted on 07495099694 / [info@risemutual.org](mailto:info@risemutual.org).

- 102 referrals for perpetrators were received in 2020/21
- Contact has been established with 95 of those referred (93%)
- 79 case assessments were completed
- The attendance rate for 2020/21 was 86% (Attended Assessment stage vs FTA)
- Of the 79 assessment reports, 56 were assessed as suitable for a course (71%).
- 57% of cases were deemed suitable for the 1-2-1 Domestic Abuse intervention for medium to high-risk perpetrators, 38% were assessed suitable for a groupwork intervention and 5% for Female Awareness Domestic Abuse intervention.
- 324 sessions were delivered in this period; a combination of 1-2-1 and groupwork.
- As part of the integrated safety support service, 89 new victims were referred to RISE in 2020/21 and 265 support sessions were delivered for 32 victims.

## **Global Thinking**

Global Thinking was commissioned in July 2020 using uplift funds provided from the Violence Reduction Unit. This is a diversionary project for young women and girls affected by gender based violence, exploitation and youth violence. This project is delivered as a partnership between Young Brent Foundation, Start Easy and Plias

Resettlement and supports young women and girls (aged 10 – 25) through group work and 121 support. [nequela.whittaker@youngbrentfoundation.org.uk](mailto:nequela.whittaker@youngbrentfoundation.org.uk)

July 2020 – March 2021

- 34 referrals received for young women and girls
- 70% of the cohort showing increased motivation for change
- 93 professionals, parents and young people trained in issues around gender based violence affecting young people

The Community Safety Team completed audits of Advance, Rise and Nia in November 2020 with satisfactory outcomes. Each service was provided with an overview report containing recommendations for service improvement.

### 3.4 What was the impact of Covid-19?

The COVID-19 pandemic resulted in three national lockdowns as one of the response measures to halt disease transmission. The lockdowns, whilst successful in helping control the pandemic, added additional risk factors for domestic abuse, means of control and reduced visibility of families who were already at risk of such abuse. Calls and contacts logged by the National Domestic Abuse Helpline increased by 34% to 114,986 between April and December 2020 when compared to the same period the previous year. Additionally, in the first month of lockdown Brent Police saw a marked increase in reported incidents of domestic abuse when compared to the same time period the previous year:

	DA Incidents	DA Offences	DA Offences W/I
27th March 2019 to 24th April 2019	415	258	63
27th March 2020 to 24th April 2020	492	300	97
% Change	+18.6%	+16.3%	+54%

During the Covid-19 Pandemic and national lockdowns all providers continued to ensure support remained available for all those experiencing VAWG. All services implemented measures to safeguard staff and service users in accordance with government and public health guidelines and adapted the support to be delivered remotely. ADVANCE and other local partners reported an increase in the severity and complexity of calls during the Covid-19 lockdown

The VAWG sector is expecting to see a further, significant surge in numbers as lockdown measures continue to ease and victims/survivors have more opportunities

to reach out for support. The majority of government uplift funding went into national services such as the national helpline and online platforms rather than into local domestic abuse support services. The more national services are boosted, the more calls are diverted to local services for support as when survivors call the national helpline they are provided advice and signposted to their local services. Therefore, the domestic abuse recovery board made recommendations to enhance the local provision using local Covid-19 recovery funds. This recommendation was upheld and £163,000 was granted to support the delivery of Brent's IDVA, Family Support, MARAC and Perpetrator provisions.

The Community Protection team also made recommendations to extend the current IDVA, Family Support, MARAC and Chrysalis contract by an additional nine months until August 2021 to ensure service continuity and stability to this vulnerable client group during the Covid-19 recovery phase.

During the Covid-19 lockdown Brent Council launched a campaign entitled "lockdown is no excuse for domestic abuse" to reach out to victims and survivors during this time. Retailers, supermarkets and pharmacies were asked to place a poster in a prominent position to help raise awareness of local and national helplines. Retailers were also asked to install a free, specially designed receipt roll into their card machine readers. The receipt roll had local and national support numbers printed on the back. This enabled people to take away the helpline numbers and keep them in a bag or purse, as an innocent record of expenditure, without raising unwanted suspicion with a perpetrator.

Popping to the shops may have been the only valid excuse and respite for victims to leave the home during Covid-19 restrictions, and we therefore turned these trips into a vital opportunity to reach victims during this time.

During the Covid-19 pandemic, several Brent pharmacies also supported the Home Office **Ask for ANI** (Action Needed Immediately) scheme. This is a codeword scheme to provide a discreet way for victims of domestic abuse to signal that they need emergency help from the safety of their local pharmacy.

### 3.5 Case Study

#### **RISE**

Mr B was referred to RISE by Brent Family Services following reports of two incidents of domestic violence. Mr B's 16-year-old daughter had been present during both incidents and had assisted her mother in reporting the father to the Police. Mother and daughter left the family home, fleeing domestic violence, however they later returned. The child was subject to a Child in Need plan and father was referred to undertake a RISE DV programme in order to address his use of abusive and aggressive behaviour.

During assessment Mr B demonstrated low levels of accountability, stating he was under the influence of a mixture of alcohol and prescription medication and that this was the main cause of his behaviour. He further minimised the concerns by stating

that these were isolated incidents, saying he had since quit drinking and had already made the necessary changes.

Mr B was assessed as being suitable for RISE's 1:1 intervention called Preparing Men for Change.

The following treatment targets were identified:

- Increase levels of accountability.
- Develop levels of victim empathy.
- Increase awareness of the impact of DV on children.
- Develop assertive communication skills and healthy conflict resolution strategies.

Throughout the programme Mr B developed skills in critical self-reflection. He gradually demonstrated an awareness that he was responsible for his past actions regardless of substance misuse. He gained valuable insight into new skills and strategies that he could use to better manage his thinking, emotions, and actions. He was able to develop greater awareness of his patterns of problematic thinking, often linked to his strong and rigid cultural beliefs.

By his own admission, Mr B accepted that in the past he was not good at communicating with his partner, he said he tended to be quiet and shut down during conflict or become aggressive when situations escalated. Following the programme, he said he considered himself to be a better listener, saying he felt he was more understanding of his partner which allowed for improved communication and negotiation.

An area of particular progress for Mr B, has been his increased awareness of the impact of domestic abuse on children. He developed a greater understanding of the negative impact witnessing parental conflict had had on their daughter, saying he did not want her to normalise such behaviour.

Following the intervention, the referring social worker fed back that *"The daughter reports that things are much better at home, and she feels that both parents are much kinder to each other, and Mr B to be supportive towards mother."*

### **Global Thinking**

EK was referred to Global Thinking from the Youth Offending Team due to concerns around her social group and negative influences on how she viewed life and herself. EK was on a Youth Referral Order at the time of referral due to a previous incident. EK had been expelled from four mainstream schools and was attending a Pupil Referral Unit doing online learning; however, she was regularly not attending due to being out with friends during the lesson times.

Since EK has been on Global Thinking, she has attended sessions with her support worker twice a week and has been undergoing activities to help her see her full potential. EK has expressed that there is work she needs to do on herself to explore

her Identity, who she is, and the role she plays within her friendship group. She has reflected back on the opportunities she has missed from not being in mainstream education and being unable to take her GCSEs.

Through the work with Global Thinking, EK has been able to see what she can achieve in the future and has opened up about her interests. She has decided to do a hair and beauty course at college and has spoken about wanting to start her own business relating to hair, weave and wigs. EK and her Global Thinking support worker have been looking for services who can support her to develop her business plan.

EK is now attending her online learning daily and has been showing up on time and engaging positively to all sessions, meetings and appointments. She has been enjoying the work she is doing around her identity and self-esteem and is feeling positive about coming off her Youth Referral Order.

## **4 Priority: Reducing the Impact of Gangs and Knives in our Community**

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

The negative impact of gangs and knives in our community is a key concern for the residents of Brent and a key priority for safeguarding our community. In recent years, gang offending has been primarily linked to drugs markets and related violent incidents. However, gang offending is dynamic and the criminal activity may diversify, as agencies realign resources to tackle open drug market activity. It is therefore important that we continue to monitor other crime type trends, particularly for sudden spikes and for crimes committed by multiple offenders.

We continually work closely with the Police to identify and risk-assess those who are involved in gang violence to ensure we are able to offer appropriate support to exit this lifestyle.

There are many methods and tools used to identify those at risk. The matrix highlights gang members who live in Brent and which gang they are affiliated with. In Brent, there are 125 individuals on the matrix. Of these, 117 are linked to gangs in Brent. There are 3 main gangs in Brent, which account for the majority of gang-related incidents in the borough, Church Road Soldiers, South Kilburn and Thugs of Stonebridge. These are well-established and entrenched gangs, which have been undertaking criminal activity in the borough and outside of Brent. All individuals on the matrix from Brent are male and the majority (94%) are Black. The average age is 26, which is higher than the London average and reflects the long-standing gang issues known to us in Brent. None of the cohort are aged 17 or under. Although the matrix can be a useful tool, it is acknowledged that there are racial biases and assumptions involved that result in young black males being unfairly stigmatised as gang members.

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

The **Violence and Vulnerability Programme (VVP)** continues to focus on reducing re-offending and serious youth violence through a coordinated, multi-agency and intelligence led approach. Cohorts monitored include gang nominals, habitual



weapons carriers, prolific domestic abuse perpetrators and prolific repeat offenders (Integrated Offender Management - IOM) as well as a specific focus on a cohort not yet known to statutory services, increasing earlier intervention and identification of an unknown potentially younger cohort.

Individuals requiring support can be referred in by professionals or identified through targeted outreach in hotspot locations known for serious youth violence, anti-social behaviour and drug use.

It is a partnership approach to support and enforce against offenders when required. A fortnightly meeting – the Exploitation, Violence & Vulnerability Programme is held to discuss those of the most concern on the programme, held alongside Child and Young People colleagues using the 'VOLT' approach (Victim, Offender, Location, Trends) and addressing wider contextual safeguarding concerns through a trauma informed approach of interventions. Alongside this, fortnightly IOM meetings are held with MPS and Probation partners to action plan and dedicate resources to offenders of concern.

Work in conjunction with the Contextual Safeguarding Lead, YOS, MPS, Rescue & Response project and commissioned services to complete mapping exercises on children, young people and adults of concern to put safeguarding measures in place.

**St Giles Trust** have been commissioned to provide a **Gangs Intervention Programme**, between 2021-2022 to challenge and work with those involved or on the periphery of gangs to change their behaviour, whilst holding them to account, and enabling them to take responsibility for their actions. This programme works with those involved in gangs, to exit gang lifestyle and to provide early intervention to people identified as being on the periphery of gang offending. Through service users' specific targeted support, trauma informed practice and continued review of wider contextual safeguards to assist in achieving positive outcomes. This programme falls within the Violence and Vulnerability Programme, which presently consists of **216 individuals** (up to April 2021).

Through this referral pathway, a total of **111 referrals have been received** which fall within the Gangs, Habitual Weapons Carriers, IOM and Early Intervention cohorts. **33** referrals were specifically received for those who are gang affiliated and **all 33 engaged with the programme**. Thus far, **24** nominals have become significantly less gang affiliated and **28** improved understanding and awareness of the impact of gangs and gang offending

- There is a **dedicated Gangs Mentor based within the Youth Offending Service (YOS)** Team to provide support and interventions for young people within YOS, the wider Early Help service, the Localities and Looked After Children and Permanency services.

A **Integrated Gangs Unit tri-borough (Brent, Harrow and Barnet)** daily briefing meeting has been set up, chaired by the Metropolitan Police and attended by statutory agencies to discuss serious youth and adult violence incidents that have arisen from the day before, also an overview of current gang tensions and awareness of locations. This ensures smooth communication between all agencies and boroughs with clear targeted actions set.

From July 2020 until March 2022, St Giles Trust have also been commissioned to deliver the **Embedded Youth Violence Hospital Project**. A service to improve the identification and engagement of young people who present at Northwick Park Hospital as a victim of serious youth violence. Training and professional development programmes are also delivered to professionals who have contact with young people. So far this project has seen a **96% increase** in identification and engagement of young victims of violence who present at the hospital. **37 referrals** have been engaged with and all have reported an increased motivation to change and improved mental health and well-being. **60%** of the supported cohort have increased motivation for change. For engagement with the service, consent is required and this is not always gained by the medical professionals in the absence of the mentors (the project does not provide 24/7 delivery). **29 training programmes** have been delivered to medical staff and **84%** have reported to have an increased awareness and knowledge of vulnerability and safeguarding issues in the Emergency Department.

Between 2020 and 2022, **AIR Network** have been commissioned to deliver a Mentoring, Sports, and Well-being programme and have provided support to offenders on the Violence and Vulnerability Programme. By engaging with offenders prior to, or during release from prison and providing support around the nine pathways of reoffending e.g. housing support, education, training, employment and supporting those with mental health or drug and alcohol needs.

Between July 2020 and March 2022, **the Westminster Drugs Project (WDP)** have been commissioned to deliver the **Mental Health Outreach Project**. The project addresses issues and initiates help for those with either diagnosed and non-diagnosed mental health conditions; reduce re-offending, as well as to focus on cohorts not yet known to statutory services, increasing earlier intervention and identification. To date the project has engaged with **128 young people** via on and off street outreach. Out of the 128 young people engaged, **82%** have reported improved understanding of mental health and **69%** have reported improved family functioning at post-evaluation discharge stage, following their intervention. **59** engaged were not yet known to statutory services. **33** young people were engaged within hotspot and high risk locations such as Stonebridge and Harlesden, Covid-19 lockdown restrictions have had an impact on this figure.

**The Young Brent Foundation** have been commissioned to deliver a **Young Women's Diversionary Project called Global Thinking** between July 2020 and March 2022. The project delivers a bespoke service for young women affected by gangs, criminal exploitation and county lines. The aim of the project is to ensure that young women feel safe to access help, are no longer a hidden group in our communities and are free from harm, abuse and exploitation. The project also delivers training days for professionals to help increase the awareness of how young women can be affected by threats and to help professionals better identify risk indicators to intervene earlier in the future. To date the project has engaged with **41 girls and young women** with **70%** reporting an increase in motivation to change and overall an increase in Health and Wellbeing. **100 professionals, 20 parents and 20 young people (both girls and boys)** have been reached with training exploring gender

equality and addressing gender-based violence affecting young women and girls. Importantly, this project has identified a gap and need in provision for young women and girls requiring support with addressing serious youth violence, county lines, gender-based violence and inequality as all the focus tends to be on male victims/perpetrators.

We have seen the continuation of the **Enhanced Youth Offending Service (YOS) Triage Programme** which offers assessment and a preventative provision to young people who would otherwise be likely to receive a criminal justice disposal. To date, **73** young people who have accessed the programme have increased their safety and awareness, **65** have increased their victim awareness and **37** families were offered access to family support provided by the Family Solutions support workers.

Community Safety participate in the **Ending Gang Violence and Exploitation (EGVE)** Home Office and Local area updates, is a national forum which brings together senior partners / practitioners across safeguarding, violence and crime prevention to review key policy, share intelligence, good practice and ensure coordinated actions to key events. This can include concerns of young people, drug dealing, county lines and the risk of gangs. It has enabled us to gain a greater understanding of the national picture or risk, develop new networks with other local authorities and share key information to safeguard.

Partnership working alongside the **Project Horizon** team – MPS project focused on diversion and engagement of young people in the hotspots of Harlesden and Stonebridge. Those engaged will be referred into Violence and Vulnerability Programme and supported via a multi-agency approach.

The VVP has established a link with the **BAME Pathfinder Youth Panel** – a panel led by young people to hear their voices on how we can tackle the areas of concerns they have which includes not only knife crime and gangs but also mental well-being and the Brent community.

## **Outreach**

The Young Brent Foundation in conjunction with Stephen Graham Projects, Connect Stars, and My Romania Community were commissioned by LB Brent (Community Safety, Metropolitan Thames Valley, Hyde Housing and Catalyst Housing) to deliver a 6 week Detached and Outreach Programme, commencing Monday 15th June 2020 until week ending on 26th July 2020. The project was extended for a further 6 weeks commencing with 28th July and ending on the 7th September 2020. The Detached and Outreach Team (DOT) provided a dedicated safeguarding function across the same areas as the previous 6 weeks namely:

- Harlesden (Church End and Roundwood estate)
- Wembley (Hirst Crescent and Chalkhill estate)
- Stonebridge (St Raphael estate)

- Willesden

A total of 36 detached sessions were delivered across the 6-week period with delivery taking place in two blocks daily 2 – 5pm and 5 – 8pm respectively. The feedback from the DOT's has been extremely positive. Young people build up a relationship with the various teams in their respective areas each week. The introduction of the teams (handing out facemasks, leaflets of activities and sharing youth organisations) enable the young people to remain active has proven an excellent outcome. The DOT's reported that having somewhere to refer young people in terms of summer activities on Chalkhill and in Harlesden was truly helpful and well received by the young people.

#### 4.3 How successful have we been?

Brent has seen a reduction in violent crime in when compared to 2019/20.

	2020/21	2019/20	% Change
<b>Violence With Injury Offences</b>	1883	2068	-8.9%
<b>Knife Crime Offences</b>	415	587	-29.3%
<b>Gun Crime Offences</b>	75	88	-14.8%

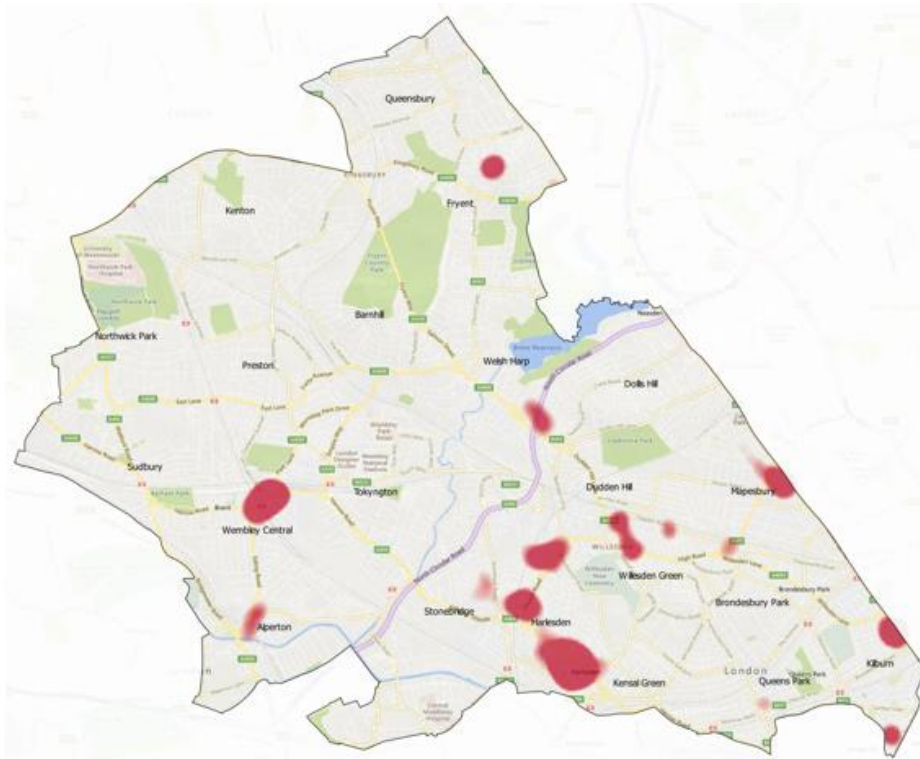
Brent has seen a reduction in the number of knife crime with injury victims aged under 25.

	2020/21	2019/20	% Change
<b>Knife Crime Victims With Injury Under 25</b>	51	56	-8.9%

The table below shows the ethnic breakdown of knife crime injury victims aged under 25.

Police Recorded Ethnic Appearance	% of Total
Black	39%
South Asian	24%
White - Northern European	24%
Arabic or North African	8%
White - Southern European	5%

The map below shows the hotspots for knife crime offences in 2020/21. Despite the significant reduction in offences, the hotspots for offences are largely unchanged. However, Kingsbury Road and Wembley Park are no longer hotspots whereas Cricklewood Broadway and Neasden have emerged as hotspots in 2020/21.



#### 4.4 What was the impact of Covid-19?

Covid-19 and lockdown restrictions impacted service delivery for all commissioned services. Throughout the first lockdown, clients were isolated at home, having little or no access to being able to support their needs be it educational, physical or mental well-being. Only means of engagement was virtual or through telephone contact. Some young people struggled to engage meaningfully through virtual means such as Zoom, Microsoft Teams or FaceTime, which made it challenging to provide interventions to some young people. Families also suffered with internet poverty and agencies were unable to deliver productive group work sessions. However, each agency was able to change and adapt the aspects of their work.

St Giles Trust were able to secure funding to support clients with a variety of resources and help with everyday needs such as food vouchers, supporting with bills, equipment such as laptops, phones, gym equipment, resources for younger siblings, books. Caseworkers were able to overcome barriers in managing contact with clients and normal delivery within the service, using different means to communicate effectively. This was done by the use of video calling, virtual interventions, videos, voice messaging. All caseworkers adapted well to the change in deliverance of service. There was a change in engagement levels but caseworkers persevered which in turn motivated clients to engage.

Outreach was brought to a halt for a period of time, which affected our ability to engage young people directly from street-based settings. Face to face key-work sessions were impacted, which affected the high risk young people who relied on that in-person interaction, as well as for those who enjoyed the face to face sessions as it helped to give their day structure. Onward referrals into Drama group and other positive activities ceased, and so practitioners changed their approach, and gave the young people other ideas in regards to in-house/online/solo activities & exercise.

### **Lessons Learnt/New Ways of Working:**

- Young People Workshops & professionals training can be effectively delivered online.
- Key-work sessions can be conducted over video calls, which worked well for those that are attached to Brent Social Care, but lived outside of London, as well as those with high anxiety levels. Video calls also proved useful for those unable to come into Brent due to the risk involved.
- Resources/Worksheets can be filled out with young people during sessions via screen share.

### **4.5 Case Study**

Client A, a 16 year old male, on a 10 month Referral Order, was referred by the Youth Offending Service into the Violence and Vulnerability Programme following concerns regarding his challenging behaviour at school, possible gang affiliation and substance misuse. He was placed under the Gangs cohort with intervention allocated via the YOS based St Giles mentor.

The St Giles mentor provided intervention via working on client A's attitudes, thinking and behaviour including criminal exploitation, gang affiliations and healthy sexual relationships. On occasions, the mentor met with client A during his lunchbreak to play some basketball. Client A engaged in weekly face – face contact and 2/3 weekly phone sessions. He completed 29 sessions with the Westminster Drugs Project - this included sessions with the WDP Young People's Gangs & Transition worker.

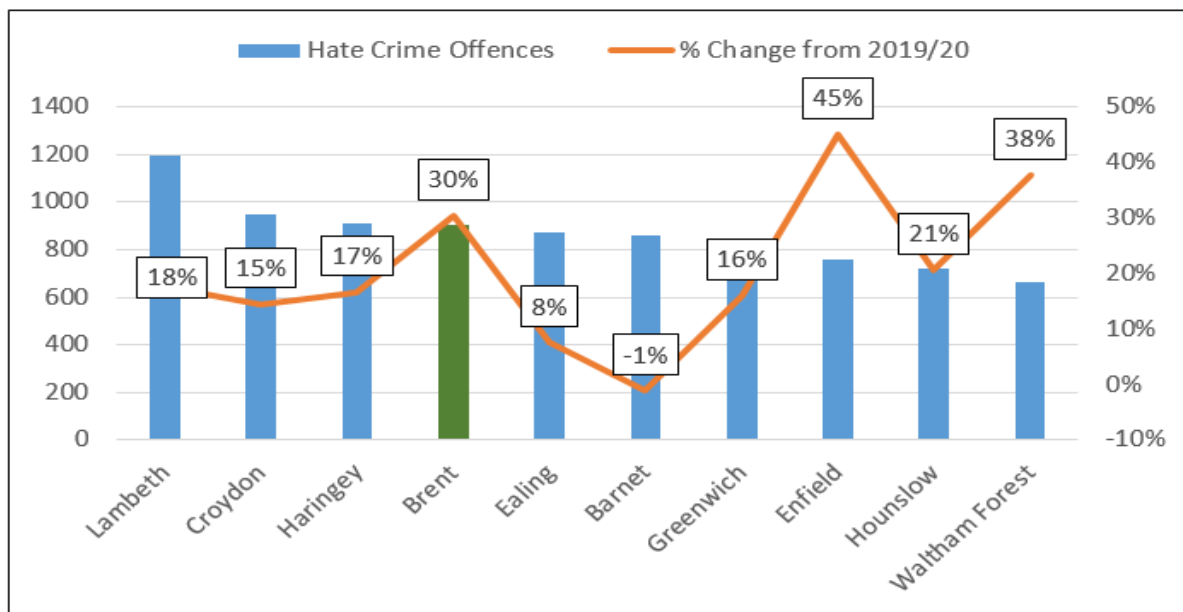
Following intervention from the mentor, school attendance and punctuality improved – he started doing well in lessons. He actively started listening to mum and associating less with negative peers, especially gang nominals. There has been no further offending since original arrest in October 2019. Successfully engaging with Referral Order and completed knife crime awareness sessions via YOS. He is working towards his GCSE's, completing a construction course 1 day a week at the Pupil Referral Unit, he is attending and applying for colleges.

## 5 Priority: Reducing Vulnerability and Increasing Safeguarding

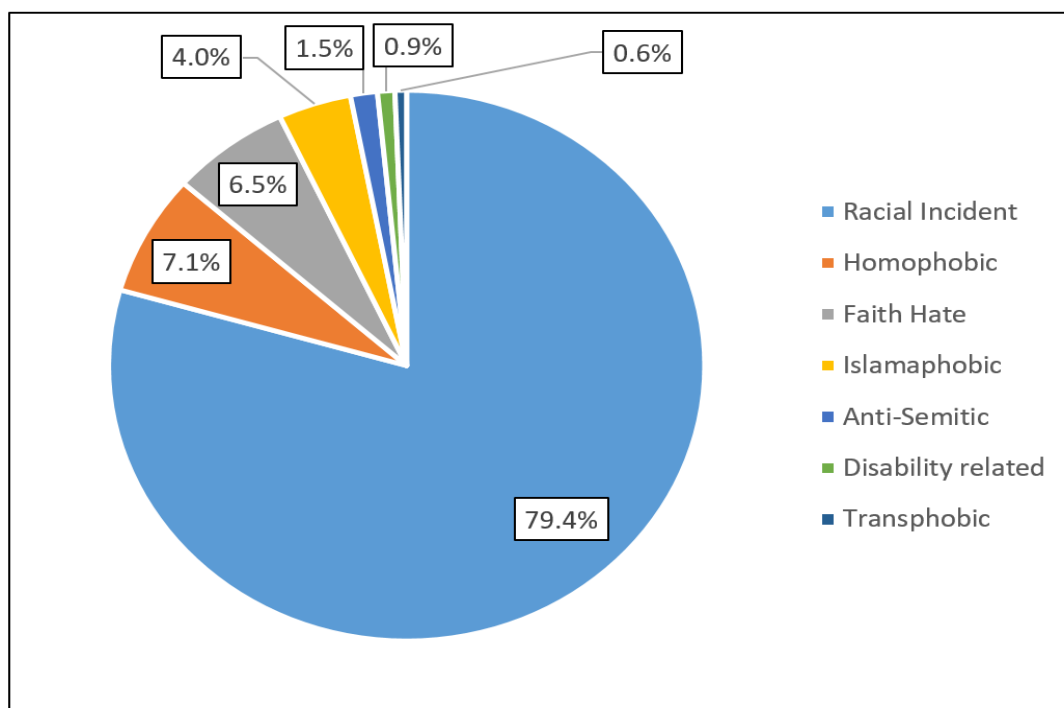
### 5.1 Why is it a priority?

#### Hate Crime

Hate Crime Figures 2020/21. Brent saw the third biggest increase in hate crime offences when compared the Most Similar Boroughs. All boroughs recorded an increase in hate crime offences with the exception of Barnet.



The chart below shows the types of hate crime recorded in Brent. Almost 80% of hate crime offences are racial incidents.



## **Community Multi Agency Risk Assessment Conference (MARAC)**

Supporting vulnerable individuals living in Brent continues to be a priority. The most common vulnerabilities for which individuals are referred to Community MARAC are mental health, Antisocial Behaviour, Substance Misuse and Exploitation.

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

**Community MARAC** - Over the last 12 months Community MARAC have sought to improve multiagency working with partners, engaging well not only with allocated representatives but also individuals within agencies.

The referral process has been simplified to an online referral form, which allows for easy overview of referrals, simplification of risk assessing criteria and quick and easy responses to referrals.

As we move into the new financial year this is to be taken further with a new case management system which self populates with the referral data, as well as ensuring easier tracking of actions and follow up, with a view to adding partners in the coming months.

**Brent YOS** – The Youth Offending Service (YOS) has a dedicated restorative justice worker. This role is based within the team to offer Restorative Justice (RJ) interventions to both victims and children who have committed a crime. Victims are contacted following the young person's referral into the service via the courts or the police. Victims are given a choice about participating in RJ but are supported and their story is listened to. In 2021 there have been 33 victims contacted. The YOS has developed a RJ Community Forum Group, which is a group of professionals, and community volunteers who meet to review the RJ input within YOS and develop practice. The community panel members give direct feedback to children who have completed letters of apology where there is no direct victim / or the victim did not want to engage in the RJ process.

The development of empathy and remorse is something the YOS worker develops over time with a period of reflection with the young person. The RJ worker offers a series of different interventions with young people which might include a letter of apology, a letter of explanation or either shuttle or direct mediation. All young people in YOS undertake community reparation whereby they make amends for their offence by undertaking some manual work for a community project.

During COVID, lockdowns reparation was unable to take place in the community. Instead, young people have been asked to complete leaflets and posters to raise awareness about crime and crime prevention including anti-knife crime posters. They have also been supported by the reparation workers to undertake more reflective sessions on life goals and looking at ways to restore / make amends to their families for the crimes (based on the premise that a crime affects the family as well as the community). Reparation is be able to start back again once the community projects are happy to have outside visitors which we are now planning for.



The YOS approach is trauma informed. This means working with children who are have experiences of adversity in childhood such as abuse, poor health, separation and lack of care / neglect. Before the YOS start cognitive and empathy, learning approaches there is the need to develop consistent and trusting relationships and a secure base. After this, we can involve the child in more of the thinking and moral reasoning based work. This identification of trauma and adverse childhood experiences is now embedded in YOS practice in terms of courts reports and assessments.

**Channel Panel** is a multi-agency Prevent case conference. The Panel meets monthly to discuss those considered most at risk of being drawn into terrorism and supporting terrorist groups.

- Despite the impact of COVID – 19 lockdown restrictions, referrals to Prevent remained steady.
- The Chanel Panel is tabled monthly; however, it sat 20 times across the Financial Year. This was in order to manage not only the volume, but also the complexity of cases discussed
- Referrals predominantly contained concerns around online radicalisation and the accessing of extreme content.
- Cases continue to be complex in nature, having overlapping vulnerabilities with individuals known to existing support services.
- Individuals requiring longer-term support through Channel are predominantly those with chaotic family backgrounds, or history of trauma.
- Social and political issues, taking place in the U.K or abroad, feature heavily as a point of grievance for individuals. It is often these grievances extremist groups see as a 'cognitive opening' ripe to exploit.
- Through the Channel Programme, expert mentors are able to challenge these ideologies and unpick some of the drivers that underpin violent extremism.
- The Channel Panel discussed more adult cases, than child related referrals this Financial Year. Those children adopted as cases were above the age of 15 years.
- Whilst the local authority has a duty to offer support to 'at risk' individuals through the Channel Panel, participation remains voluntary.
- Brent's Channel Panel discussed and provides interventions for those with Extreme Far Right and Daesh/ISIS inspired ideologies. Cases with mixed or unclear ideologies, such as a fascination with school shootings and hatred of women have also been discussed.
- The majority of cases referred and discussed this Financial Year were those with Extreme Far Right ideologies

The Prevent Oversight Board and Prevent Delivery Group oversee Prevent Duty Requirements. Progress is monitored against a live risk assessment and action plan. This includes reviewing policy and practice in light of the Prevent duty, identifying training needs, emerging risks and strengthening Brent's partnership approach to Prevent.

## Child Sexual Exploitation –

Between October 2020 and March 2021, 66 individual children (49 females and 17 males) were considered by practitioners to be at risk of CSE based on Child Referrals, Child and Family Assessments, and Section 47 Enquiries completed in the period. This is an increase of 4 children from the previous period.

	<b>April 2019- September 2019</b>	<b>October 2019 - March 2020</b>	<b>April 2020 - September 2020</b>	<b>October 2020– March 2021</b>
Number of Brent children identified as at risk of CSE	72	76	62	66

In 19.7% of cases where CSE was identified as a factor, concerns around substance misuse (both alcohol and drugs) were also flagged. This is consistent with the previous report. Substance misuse (involving both drugs and alcohol) is a common factor identified in vulnerable adolescents, both within thematic discussion as well as individual case studies. This prevalence of substance misuse has been discussed at the CEMP as a vulnerability factor among young people, which offenders often exploit in order to facilitate grooming, or exploitation, and young people have often cited drugs or alcohol as part of the grooming process from those looking to exploit them. Those identified as being at risk of substance misuse are flagged monthly to the Westminster Drugs Project to ensure that these young people are known to and being supported by services.

Gang concerns were identified along with CSE in 16.67% of cases, which is a decrease from the previous period (24% identified in April 2020 to Sept 2020).

Mental health concerns for the young person were identified along with CSE in 24.24% of cases, which is an increase from the previous period (17.7%)

In the cases identified in the period 01/10/2020 – 31/03/2021, 21% of young people identified as at risk of CSE had at least one missing or absent episode also during the period. This is a slight increase on the previous period (16%).

As identified in the previous six monthly report, there is an overrepresentation seen in the data of young people of Black or Black British ethnicity. The proportion of Black or Black British young people considered to be at risk of CSE has decreased slightly from 43% in the previous reporting period to 40% of the total CSE cohort in the current period to March 2021. Representation of all other ethnicities has remained consistent with the previous report, apart from young people of Mixed/Multiple ethnicities, which has increased from 4% to 8.1%.

<b>Ethnicity</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>Mar 2021 Percentage</b>	<b>Sep 2020 percentage</b>
Asian or Asian British	9	7	16	24%	9%
Black or Black British	21	5	26	39%	43%
Mixed/Dual Heritage	7	1	8	12%	4%
White	10	3	13	20%	30%
Any other ethnic group	1	1	2	3%	12%
Not stated/declared	1		1	2%	2%
<b>Total</b>	<b>49</b>	<b>17</b>	<b>66</b>	<b>100%</b>	<b>100%</b>

During the 6 months October 2020 to March 2021, 39.39% of children were of Black or Black British background which was the highest ethnicity for the cohort of 66 children identified at risk of CSE in the period. This is in line with the previous 6 months where 40.3% of the cohort were of Black or Black British ethnicity.

Consistent with previous reports, there is an overrepresentation seen in the data of young people of Black or Black British ethnicity being identified as at risk of CSE. Representation of all ethnicities has remained consistent with the previous report, apart from young people of Mixed/Multiple ethnicities, which has again increased from 8.1% to 12.12%

### 5.3 How successful have we been?

#### **Community MARAC**

The Community MARAC continues to close cases as individuals are supported into single agency support, with evidence of reduced risk in the risk assessments completed at the time of referral and on closure of a case. For example, we have seen risk reduced in one case from a risk score of 100 to 25 and 110 to 20 in another case.

### 5.4 What was the impact of Covid-19?

#### **Community Multi Agency Risk Assessment Conference (MARAC)**

Community MARAC moved swiftly to remote meetings at the start of the pandemic and, following feedback from partners, split into three separate meetings, split according to locality, to make it more manageable for all concerned.

Case numbers have held steady over this time, although when it comes to a more detailed analysis of the progress of cases over this time it would be interesting to see

whether these have been slower than before as all partners who would usually be out engaging with individuals in the community have been limited by the work from home order. In addition, engagement with mental health services was practically non-existent at the start of the pandemic and for a number of months after, making progress impossible.

## **Contextual Safeguarding**

Contextual safeguarding - Community and Wellbeing Scrutiny Committee on 24 November 2020, received a report setting out Brent Council's Management of the Impact of Covid-19 on Education Settings and Children's Services.

In response to the pandemic, Brent and Newham have been funded by the Youth Justice Board to establish BAME Covid-19 Pathfinder programmes. Since October 2020, this preventative programme has supported young BAME people who have had adverse childhood experiences and are at risk of entering the youth justice system or other higher level services due to the impact of the pandemic. The programme supports BAME young people to re-engage or engage with education, empowering young people to offer feedback on the services they have used and providing young people with access to a range of positive activities. Initial findings from a local evaluation of project implementation are scheduled to be published in this summer term 2021.

As part of the BAME COVID-19 Pathfinder, a Youth Panel has been created to support young people to voice their views about the impact of COVID-19 and identify and plan community cohesion interventions.

**Contextual safeguarding developments:** Managing risk for young people outside the family home is a developing area of practice nationally and many local authorities are now using a contextual safeguarding approach to help manage those risks. A contextual safeguarding approach recognises that in some cases parents and carers may be limited in their ability to protect against external influences on young people. This requires us to look beyond the family to the young person's peer group, associations, neighbourhood, schools and colleges and public spaces where young people develop relationships and spend their leisure time.

The Contextual Safeguarding Network Local Authority Implementation Group (LAIG) has brought together learning from local authorities that are official test sites since September 2019. The aims include providing sector leadership for areas developing a contextual safeguarding approach and creating opportunities to share and discuss resources and approaches. Brent has been a member of this group from its inception and is represented by the Head of Safeguarding and Quality Assurance, Children and Young People. The last LAIG meeting took place on the 11<sup>th</sup> March 2021. In addition to this, the Contextual Safeguarding Leads Network is establishing links with Brent, Westminster, Barnet, Harrow, Sutton, Ealing, Southwark and Hammersmith and Fulham and meets quarterly.

### 5.5 Case Study

**Community MARAC** - Missy was referred to the Community MARAC in 2019 for homelessness, substance misuse and engaging in prostitution. In addition, Missy had some medical and wider support needs.

The case was discussed in a multiagency forum, where a safety and support plan was designed, with partners taking back actions to support Missy. Partners engaged with her directly, as well as via an outreach van working with her to achieve positive steps. Missy was supported by partners into accommodation and received help in setting up access to benefits.

Engagement with the outreach van unfortunately stopped temporarily due to the national impact of Covid 19. When the provider were able to reopen in line with Covid-19, protocols in 2020 sessions began. Telephone contact continued with Missy and ongoing support, she was reported to be doing well with significant improvement. Professional maintained multi agency discussion holding each other to account and monitoring progress through the Community MARAC.

When able to Missy re-engaged with the team from the outreach van who supported her in applying for grants to purchase furniture etc. she was working hard to stay away from prostitution. With stable accommodation, ongoing support for her substance misuse Missy felt in a better place and declined further interventions.

This case was closed to sit with a single agency addressing the reduced needs. The Community MARAC remains open to accepting any re-referral should she wish to utilise any additional support.

### **Contextual safeguarding and multiple vulnerabilities –**

#### **Case Study 2: *Multiple vulnerabilities***

Lucas is a sixteen-year-old boy of mixed heritage. His family have been known to social care since April 2018 and he has been subject of a child protection plan since May 2020. Lucas comes from a family where he has witnessed verbal and physical abuse and his parents used physical chastisement towards him. As Lucas grew older, he began displaying aggression and physical abuse towards his parents leading to a short period in care in 2018. Lucas' parents appear to show little insight into the impact of their own behaviour on Lucas.

Professional's worry about Lucas' substance misuse, negative peer influences, sexually harmful behaviour and mental well-being.

Due to concerns about possible exploitation, Lucas was discussed at the Exploitation, Violence and Vulnerability Panel. This helped to explore potential gang links. The panel agreed that although there are no established gang links or criminal exploitation, but were clear that Lucas is very vulnerable to exploitation.

Through the Child Protection Plan and EVVP coordinated interventions, there is a range of support to protect Lucas from exploitation and support his emotional needs. This includes the Accelerated Support Team providing intensive support to the family to look at the family dynamics and relationships. Lucas is engaging well with a mentor, is working part-time and is being supported to explore his future career possibilities.

## **6 Priority : Reducing Offenders and Perpetrators from Reoffending**

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

Whilst the overall number of offenders in London has fallen, the number of people reoffending within London has increased. These are usually identified as prolific offenders (due to committing multiple offences) who cause harm to communities and individuals, and cost London taxpayers the equivalent of £2.2 billion a year in criminal justice costs alone. It requires intensive, targeted and specific support to assist them with breaking the cycle of their reoffending behaviour.

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

London Integrated Offender Management (IOM) scheme has introduced a managing persistent and violent offender's framework which came into effect in February 2021 and has been included within the current framework of managing persistent reoffending perpetrators. Across London violent offending within IOM has increased by 30% and the number of IOM eligible cases has grown by 39%. The previous model of IOM in London did not include persistent violent offenders as a referral criteria and therefore with this change, this cohort will now be captured. In preparation for this, the MPS have devised a new High Harm Index, which has introduced 25 of the most High Harm offenders in the NW BCU. From this 25, 9 nominals have been identified in Brent and all have been taken onto the Violence and Vulnerability Programme under the IOM cohort with intervention put in place to divert and deter from re-offending violent behaviour.

There has also been a real focus on the Brent IOM cohort receiving Criminal Behaviour Orders (CBO's) to prohibit anti-social behaviour and will include requirements to address the underlying causes of the offender's behaviour. This is an effective tool with positive feedback received from nominals in supporting with their re-offending behaviour for fear of risk of arrest and deterring from entering high risk locations. So far 10 CBO's have been successfully granted and a further 6 applications are in the process despite the disruption caused by Covid-19.

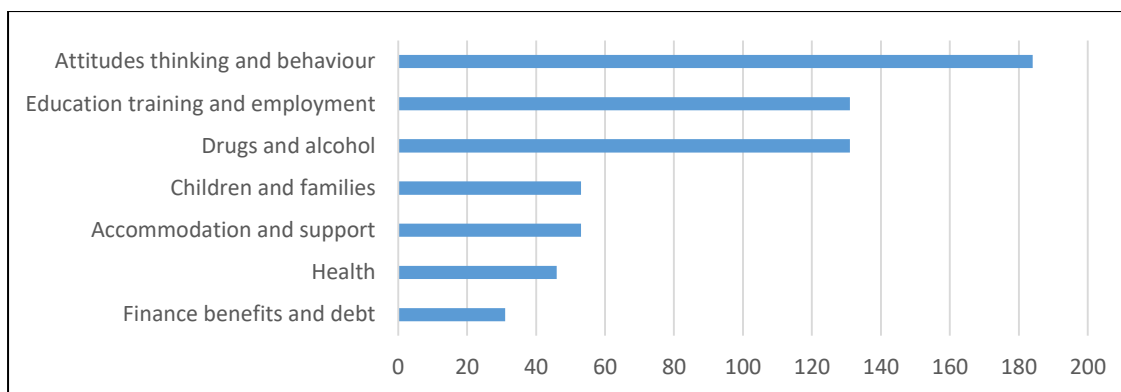
An example includes a prolific burglar being banned from NW10 for a 10-year period, and conditions including the following to not: \*Touch or entering any unattended vehicle without the express permission of the owner. \*Having any rock or stone or any similar object for breaking glass in his possession. \*Not to be in possession of any tool or device used to assist a person committing burglary, examples include but not limited to hammer, screwdriver, door shim, skeleton key, electronic jamming devices, shovel and crow bar. \*Enter any garden, shed, outbuildings, driveway or yard of any residential or private premises without the prior permission of the occupier. With the exception of business properties, during the hours of business and when you have business to conduct there or right to attend or without having a reasonable excuse.

During the period of April 2021, The IOM Police Team were involved in Operation INGEMAR. Op INGEMAR was an operation co-ordinated by IOM central which ensured any IOM nominal (not in custody) with an OASys Violence Predictor (OVP) score over 30 is personally visited by IOM officers with the purpose of reducing violent offending post lockdown. These visits were specifically for Op INGEMAR not to be focused on any sort of enforcement but focused solely in offering the offender the services we currently have available that as a collaborative unit believe they would benefit from thereby diverting them from crime and reducing the likelihood of further violent offences.

Between 2020 and 2021, **AIR Network** have been commissioned to deliver a Mentoring, Sports, and Well-being programme and have provided support to offenders on the Violence and Vulnerability Programme in the following ways:

- Accessing the main London prisons to be able to engage with and provide support to the offenders prior to release and during release.
- Providing support around the nine pathways of reoffending e.g. housing support and assistance securing housing, education, training and employment, with the aim of securing employment and supporting those with mental health and drug and alcohol needs.
- 1:1 mentoring and coaching.
- Personal Development Plan for every individual.
- Minimum 3 contacts per week. (Typically 1 face-to-face and 2 phone calls, dependant on service user needs).
- Home visits (dependant on lockdown restrictions).
- Out of hours & crisis support. (Evening & weekends)
- Flexible fitness and sports sessions focused on improved wellbeing, delivered in gyms, sports centres, suitable public park areas or home gardens.
- Food parcel provision (via supermarket links & bakery/bread suppliers).
- Substantial focus on ETE includes signposting, employability support.

Support needs for offenders on the VVP were identified. At the initial stage of engagement with services, up to three support pathways were identified as needing immediate intervention. The table below shows the support needs of the cohort.



The Safer Brent Partnership (SBP) linked current Violence Against Women and Girls (VAWG) priorities to the VVP to help reduce Domestic Abuse (DA) Perpetrator reoffending. The monthly Domestic Abuse Multi-Agency Risk Assessment Conference (MARAC) ensures perpetrators of domestic abuse are being offered support via the Violence and Vulnerability Programme and Domestic Abuse perpetrator programme RISE, and allows the sharing of key information. Further fortnightly partnership meetings ensures that the VVP is supporting these priorities and that opportunities for intelligence sharing are maximised.

The SBP worked to strengthen existing partnerships by:

- Supporting the MOPAC Pan London bid for the **Advance Minerva Wrap Around service** which assists with reducing reoffending behaviour amongst women with vulnerabilities. To date the project has received 80 referrals from Brent, which includes 9 referrals to the Young Person's Worker who supports women between the ages of 15-24 years.

### 6.3 How successful have we been?

Since implementation in April 2020, there have been a **total 252 service users on the programme**, with currently **89 prolific IOM offenders** on the Violence and Vulnerability Programme. This changes regularly since implementation with new referrals being monitored and offenders being removed due to successfully not offending.

Reoffending is measured on the overall reoffending rate (measured as the percentage of offenders who reoffend) and broken down into cohort types. These are the standard performance measures used across the UK and recommended by the Ministry of Justice.

The below table demonstrates the cost and numbers of offences committed by the IOM cohort before and after intervention through the VVP during the past 12 months.



Cohort	Offenders	Before		During		After	
		Total Cost of Crime	Total Number Of Offences	Total Cost of Crime	Total Number Of Offences	Total Cost of Crime	Total Number Of Offences
<a href="#">IOM (National)</a>	354	£11,913,439	2789	£10,566,967	2868	£1,717,061	585

Below demonstrates the impact of the intervention provided from AIR Network for the IOM cohort in 2020/21.

- 68/98 service users achieved an ETE outcome **(69%)** KPI (15%)
- 79/98 service users report increased motivation for change **(80%)** KPI (70%)
- 89/98 service users report increased health & wellbeing **(98%)** KPI (10%)
- 27/98 service users received housing support **(28%)** KPI (10%)

#### 6.4 What was the impact of Covid-19?

Covid-19 played a significant role in delivery capabilities within the programme resulting in reduced one to one engagements, reduced prison visit programme and reduced outcomes. Reduced outcomes resulted from reduction in opportunities available from ETE partners, reduced employment market and lockdown restrictions. Despite this, high engagement was maintained throughout the pandemic while remote working due to national lockdown. Even with the barriers of not having face-to-face contact with service users there was still a high number of successful closures. Majority of service users that needed ETE support engaged well with the ETE providers we introduced them to, while a few really pushed on to gain employment. Most young service users that are in education engaged well with online classes. Sadly, the programme saw a greatly increased need for food banks within the cohort, which staff responded to throughout the programme by accessing Fair share and local community food banks.

#### 6.5 Case Study

Client B, a 30 year old male, was referred by the National Probation Office via the Violence and Vulnerability Programme for intervention from an AIR Network mentor due to his re-offending behaviour, namely drug offences and possession of a firearm as well as gang affiliation. Due to Covid-19 and lockdown restrictions, a 'meet at the gate' service was not possible. However, as the referral was completed prior to release from custody, the mentor was able to book a virtual video-link whilst Client B was in custody, build a rapport, and complete a release plan.

To begin with Client B engaged through virtual FaceTime or through telephone contact, this included not only mentoring sessions but also virtual fitness sessions. Client B was supported with engaging with Education, Training and Employment courses, which led to paid employment. Mentoring sessions focused on improving mental wellbeing and work around resilience, positive relationships/attitudes, making

right life choices. Client B successfully completed his licence, is no longer gang affiliated and there has been no offending since mentoring commenced. He continues in paid employment and is engaged to be married and successfully been removed from the Violence and Vulnerability Programme.

## **7 Priority 5: Reducing Anti-Social Behaviour**

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

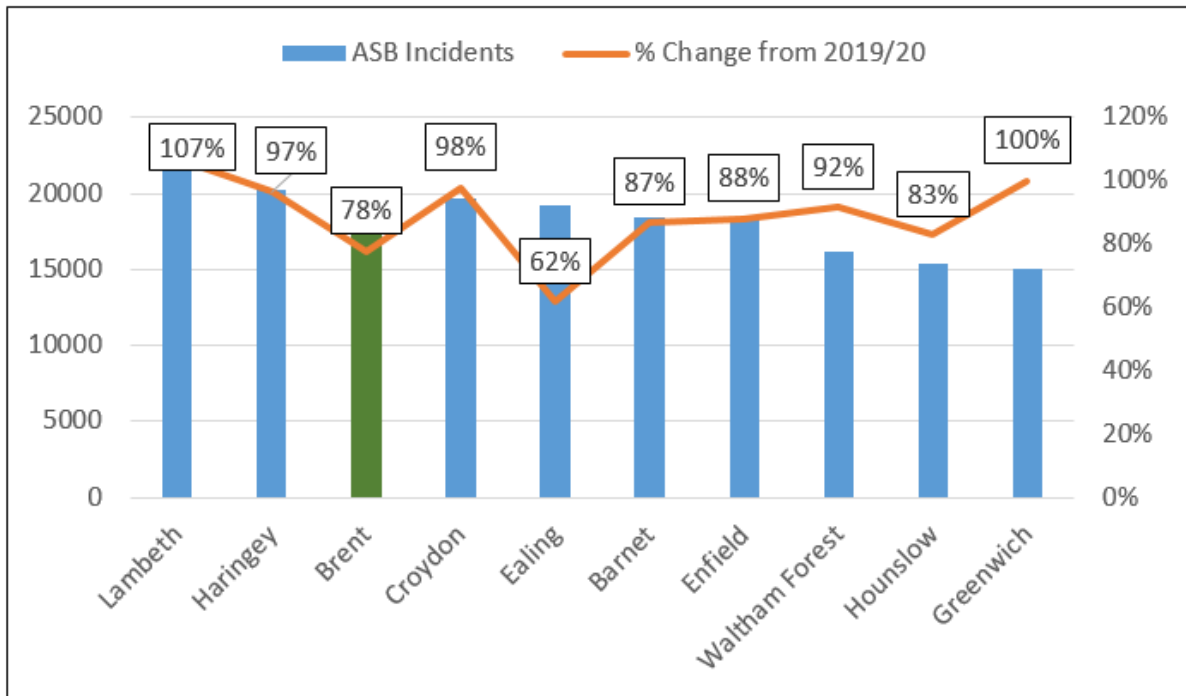
Antisocial behaviour is defined as 'behaviour by a person, which causes, or is likely to cause, harassment, alarm or distress to persons not of the same household as the person. There are three main categories for antisocial behaviour, depending on how many people are affected:

- Personal antisocial behaviour is when a person targets a specific individual or group.
- Nuisance antisocial behaviour is when a person causes trouble, annoyance or suffering to a community.
- Environmental antisocial behaviour is when a person's actions affect the wider environment, such as public spaces or buildings.

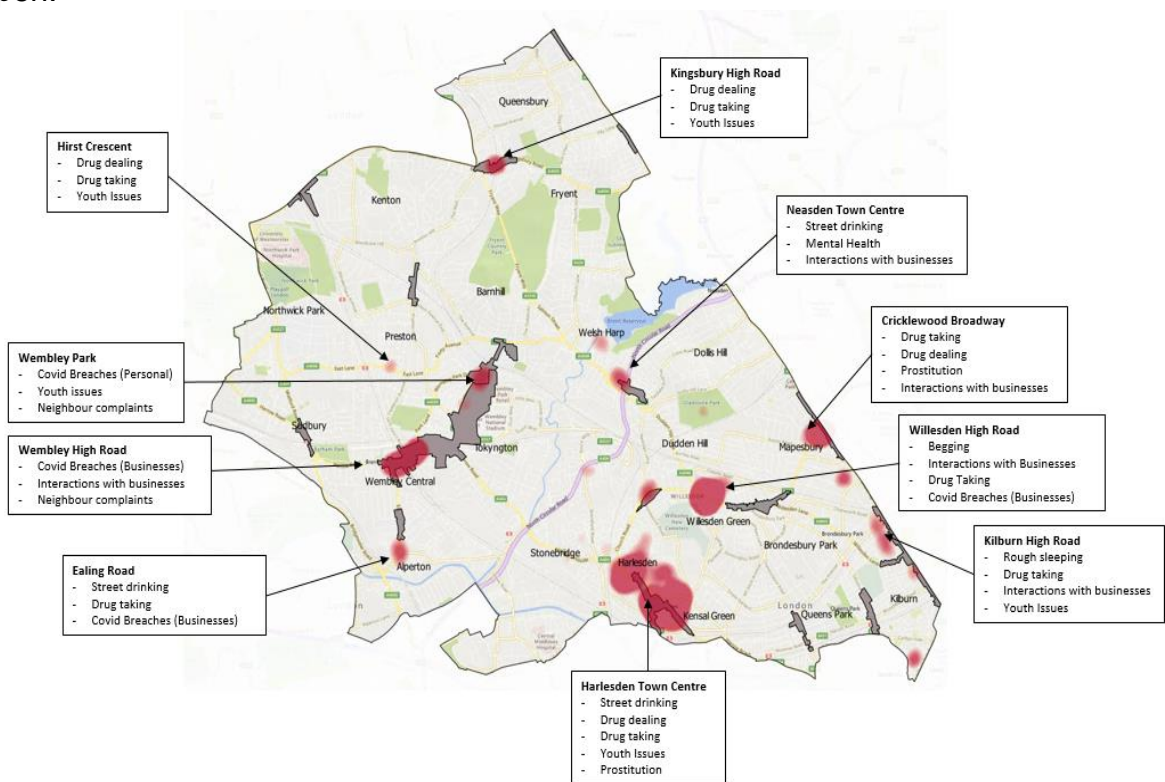
Anti-Social Behaviour (ASB) is highlighted as a key concern for residents of Brent and has increased across the Borough, locally and nationally. Visible evidence of disorder that goes unchallenged leads to less secure communities, and can impact negatively on feelings of safety and mental health. Environmental ASB is expensive to react to and leads communities to consider their neighbourhoods negatively, which in turn leads to social disorganisation.

Brent has the third highest number of ASB calls, in comparison to the most similar London boroughs, in the last 12 months.

All boroughs in the group recorded large increases in anti-social behaviour. Brent's increase was the second lowest in the Most Similar Group.



The maps shows the relationship between levels of ASB and town centres in Brent. All the hotspots of ASB are in or adjacent to town centres. For each hotspot, the main ASB concerns are highlighted. Despite non-essential retail being closed, town centre areas continue to be affected by abusive or difficult customers with mental health or substance misuse issues in the shops and businesses that have remained open.



## 7.2 What did we do?

7.1.2 The Brent Joint Action Group (BJAG) is CO -chaired by ASB Nuisance and Crime Manager and the Safer Neighbourhood Inspector for Brent. Monthly hotspot maps provided by the Community Safety Analyst are used routinely to prioritise multi-agency enforcement and engagement in the appropriate areas. 13 cases were referred in 20/21 and managed through the BJAG. Drug dealing, cuckooing a drug use where the predominant categories often on estates. Persistent rough sleeping and street drinking in to centres. Design out crime project on estates, targeted days of action and use of ASB tools and powers to deal with nuisance premises have been delivered through the BJAG in 20/21.

### BJAG cases referred in 20/21 is as follows:

<b>Kilburn Locality / Case Name:</b> <b>ASB Officer - Noah Okunromade</b>	<b>Issue</b>	<b>Ward:</b>
Chapter Road (Dollis Hill) Tube Station	dealing / smoking drugs, are noisy, intimidate residents	Willesden Green
Joules House	rough sleepers / drug dealing, making noise, and intimidating residents	Brondesbury Park
Solidarity House	Drug use, dealing and suspected cuckooing	Willesden Green
<b>Harlesden Locality / Case Name:</b> <b>ASB Officer – Amar Karia</b>		<b>Ward:</b>
Craven Park (inc Fortunegate Road)	On street prostitution, drug use and dealing	Harlesden
Church Road (bottom end)	Drug use, dealing and street drinking.	Harlesden
Neasden Town	Street drinking	Dudden Hill
Wood Court, Harlesden Road	Resident intimidation ,smoking, drinking and urinating in the communal hallways	Kensal Green
Ethelred Court, The Mall	Rough sleepers	Welsh Harp

Printworks Estate, Press Road	Drug dealing and criminal activity.	Welsh Harp
Mitchellbrook Way	individuals Loitering, smoking drugs, smashing windows and doors to gain entry to blocks, parking which blocks emergency vehicles.	Stonebridge
<b>Wembley Locality / Case Name:</b> <b>ASB Officer - Jackie Pinnock</b>		<b>Ward:</b>
Kingsbury Road	Drug dealing and associated ASB / gangs (TFL)	Queensbury
Alexandra Court	Drug dealing and suspect cuckooing.	Tokington

7.1.3 The last 12 months saw an increase in fixed penalty notices for street drinking in town centres and open spaces. Prosecutions for persistent offenders declined as a result court delays due to the COVID outbreak. The Neighbourhood Patrol Team now have established relationships with the local Safer Neighbourhood Teams and triage cases which require escalated interventions to the Anti-Social Behaviour Team. Use of Community Protection Warnings (CPW) Community Protection Notices (CPN), Closure Notices and Orders decreased as a result of the national restrictions, realigned police priorities and consequent decline in visible drug markets. On street intervention from support services such Westminster Drug Project (WDP) and NIA (to support exploited sex workers in Brent) was reduced as a result of the pandemic.

Public Space Protection Orders (PSPOs):

- **Wembley Park Public Spaces Protection Order:** A Public Spaces Protection Order was implemented on 1 January up until 31 December 2022 prohibiting: illegal street trading, consumption of alcohol, distribution of free literature without authorisation, littering, flying drone(s) without authorisation, fly-posting, letting off fireworks, including flares and smoke emitters, playing games or competitions

which may cause an obstruction or nuisance to members of the public, busking and use of loud speakers, causing a nuisance without authorisation and vehicle idling without reasonable excuse. The PSPO, which is in the Wembley stadium footprint and surrounding area, will give the Council greater capacity to address such behaviours over the Euro 2020 tournament.

- **Borough wide street drinking:** The Borough-wide Public Spaces Protection Order to prohibit street drinking was extended in 20 October 2020 up until 19 October 2023 because of a favourable consultation and evidenced nuisance threshold. The enforcement programme is conducted predominantly by the Neighbourhood Patrol Team with the assistance of Local Safer Neighbourhood Teams.
- **Honeypot Lane:** The Public Spaces Protection Orders (PSPO) was discontinued in December 2020. The order banned the practice of picking up workers for casual cash-in-hand labour within a specified area. Casual workers hired in this way are often exploited, earning less than the minimum wage and exposed to unsafe working environments. The order was also varied to prohibit those loitering in the area with the intention of seeking casual labour between 06.00 -12.00 hours. The order also gives Brent Council the ability to issue Fixed Penalty Notices, or begin court proceedings against, anyone picking up labourers in those areas, in order to remove the incentive for people to gather there in large numbers looking for work. It also gives the Council the ability to penalise unauthorised coaches for stopping and disembarking passengers within those areas. Fixed Penalty Notices for Breach of a PSPO warning were increased to £100, which is the maximum tariff under the legislation. Crime and ASB analysis of the PSPO showed complaints had reduced significantly. Between November 2019 and October 2020, there were only 6 ASB calls to police between 06:00 and 09:00 in the prohibited area. This compares with 64 in the 12 month period originally measured. (April 14 to March 15) and represented a reduction of 90.6%.
- **Neasden Town Centre:** The Public Spaces Protection Order to prohibit weekly scheduled transport stops, often involved in dropping people and goods. Obstructive parking, harassment, waste accumulation, and noise nuisance which is a consequence of this activity was massively reduced with no reported incidents in the prohibited area. The travel restrictions as a result of the COVID outbreak was also a contributing factor.

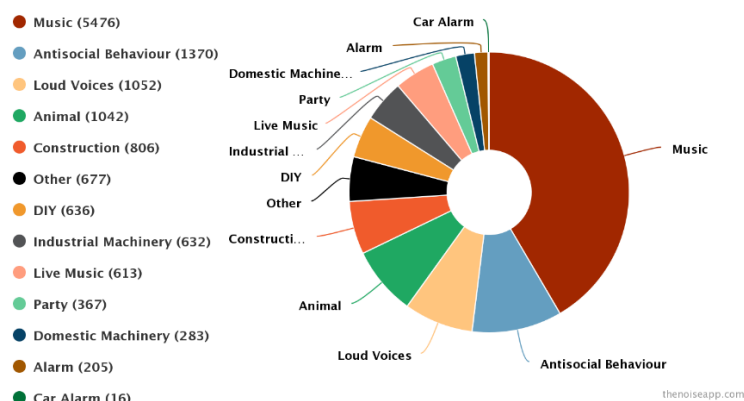
- **Parks, open spaces, graveyards and cemeteries:** Public Spaces Protection Order implemented on 17 September 2019 expires in 16 September 2022. The order supersedes some of the Council's byelaws prohibiting activities around drug use, dog control, alcohol consumption, drones, fires and barbecues etc. There was an increase in unlicensed music events as a result of the COVID pandemic and restrictions on entertainment.

7.1.4 Enforcement of PSPOs: in September 2019. Neighbourhood Patrol Street scene officers were employed by the Council in August 2019 and are the main enforcement pool with the assistance of Safer Neighbourhood Teams. Prosecutions are routinely considered by the Anti-Social Behaviour Team for persistent offenders.

7.1.5 Brent's Anti-Social Behaviour Team entered into a service level agreement in July 2018 with Brent Housing Management to manage all medium to high risk anti-social behaviour cases. In 201/20, 27 high and medium risk cases have been referred and managed. All cases have been managed satisfactorily with the performance measures. Design out crime recommendations have also been developed by the Police and Anti-Social Behaviour team, for Mapes House, St Laurence Close, Rosedene Alan Preece Court, Joules House and Landau House which will be taken forward under BHM's estate improvement project.

7.1.6 The Nuisance Control Team dealt with an unprecedented demand of noise investigations due to increased footfall at home as a result of the COVID outbreak and the national and local restrictions. Home visits were suspended between March and November 2019 with street level meters routinely used to monitor noise levels. The service was partially suspended from May to July to support the wider enforcement programme on COVID. Legal prosecutions were also heavily disrupted due to huge delays in court scheduling. A joint protocol between the Noise Team and Met Police was established in August 2020 to deal with an increase in Unlicensed Music Events (UMEs) throughout the Borough. A breakdown of cases received under the Noise app and online reports can be seen in the below table.

Noise App cases received 20/21:



### Online Complaints received 20/21:

DNAB - Building Alarm	53
DNAV - Vehicle Alarm	32
DNB - Animal Bird Noise	58
DNC – Construction Noise	356
DNCC – Commercial Noise	54
DNCS – S61 Prior Consent Application	39
DND – DIY Noise	49
DNL – Nuisance from lighting	50
DNLF – Low Frequency Noise	30
DNM – Music Noise	1038
DNZA – Other Commercial Noise	47
DPDU – Dust/Steam/Smell	95
DPSFG – Smoke Pollution	214
GCL – Licence Application Consultation	57
GCN – TENS application	17
GCP + MCP – Planning Applications	312

### 7.3 How successful have we been?

#### Brent Anti-Social Behaviour Team

The Brent Anti-social Behaviour Team, Community Protection have seen 8% decrease anti-social behaviour cases recorded and managed from the previous financial year.

**Number Brent Anti-Social Behaviour Team Cases investigations 20/21 = 410**



**Number ICMS cases investigated 20/21: 147**  
**Total: 557**

Noise and Neighbour disputes where the highest proportion of anti-social behaviour cases reported also involving open drug markets where there are gang associations and links. Increased use of Criminal Behaviour Orders to prohibit these groups from associating and banning them from areas of concern has been used to reduce incidents.

***Brent ASB Team Top reported Categories 20/21:***

ASB Category	
Noise and Neighbour Disputes	1
Drug dealing/ Drug use	2
Street Drinking	3
Rough Sleepers	4

**Year 20/21 has seen an increase in enforcement action** under the PSPO and a decrease in other enforcement measures under the ASB Crime and Policing Act 2014.

***Enforcement Outcomes 20/21:***

Enforcement	Total
PSPO Fixed Penalty Notices	630
PSPO Court Prosecutions	6
Closure Notices	2
Closure Orders and Extensions	4
Community Protection Warnings	5
Community Protection Notice	2
Community Triggers	4

**7.4 What was the impact of Covid-19?**

The Anti-Social Behaviour Officers supported the wider departmental priorities around monitoring businesses and public spaces in Brent to ensure there compliance with COVID regulations. 51 days of actions were also conducted with the police, Environmental Enforcement and Support Services to deal with anti-social behaviour, street drinking, COVID breaches and substance misuse issues in Brent's town centres. Similarly the nuisance control team saw a 60 percent increase in nuisance complaints from the previous year.

## 7.5 Case Study

### **Closure order in a Private rented accommodation**

Residents in the block of flats lodged series of complaints of Anti-Social Behaviour against a flat, where tenant sublets his flat via air BnB (Bed and Breakfast) and booking.com to organise parties including drug taking and loud music. On one occasion, there was a fire incident, which involved the London Fire Brigade attending. The landlord of the property approached the council to seek support in tackling issues he is experiencing from his tenant. The Landlord was very proactive and cooperative with the local authority to address the nuisance experienced by the neighbour. Community Protection Team and Nuisance Control Team tried to engage with the individual first by serving him a Community Penalty Warning, which he breached. Followed with a Community Protection Notice and Fixed Penalty Notice were served on the individual despite these interventions, the parties continued. Consultation were held with neighbours and stake holders for the property

As a last resort, the council made an application to Willesden Magistrate court for a partial closure order on the 4th Sept 2020 to 3/12/2020. Since the closure order in place, we have not had any nuisance associate with the property.

### **Closure order Council Accommodation**

Residents living in the block lodged series of complaints regarding activities ranging from noise, intimidation, drug taking and drug dealing from the suspected tenant and his friends

Due to the high volume of calls to the police, the council and Intel the Police executed a search warrant under Section 23 of the Misuse of Drugs Act 1971. In the property, a quantity of Class A drugs were found on the occupant. Furthermore, six individuals were found in the property breaching the COVID-19 regulations.

Closure order application was made to the Willesden Magistrate court on Thursday 4 March 2021 under the Anti-Social Behaviour, Crime and Policing Act 2014. The order application was granted until 26/05/2021

## **8 Other Developments**

### **8.1 CCTV**

The London Borough of Brent operates nearly 183 active CCTV cameras from its control room in the Brent Civic Centre. These cameras are used primarily for community safety, but are also used for the purposes of traffic and parking enforcement, housing estate monitoring, and environmental/fly tipping monitoring, among others. Brent also shares video feeds with external stakeholders such as

Transport for London, the Metropolitan Police, and the borough of Camden to assist with their respective operations.

Since the commencement of the period of austerity from 2010 onwards, like most services, the CCTV function has not been immune from the requirement to make savings. The CCTV Control Room went from 8 operators down to 6 in 2017. The CCTV Control Room went from 24 hours a day 7 days a week to 20 hours a day seven days a week. The hours of operation were determined in partnership with the Metropolitan Police based on crime figures for the borough and are agreed with Police colleagues. As a result, while relatively modest savings have been incurred from the service, the impact has been mitigated by provision of a more targeted CCTV service, based on statistical data relating to crime that ensures that the service continues to operate effectively.

The CCTV Manager will be taking voluntary redundancy at the end of March 21, with strategic oversight of the service coming under the ASB Nuisance and Crime Manager.

Partnership working is at the core of ensuring that the provision of CCTV within Brent is effective. The CCTV control room has a direct link with the Police control room and can respond and communicate with police on the ground. The system is regularly accessed by police for investigations. Internally the CCTV is used to monitor staff when working in volatile situations to provide some support and safeguard them.

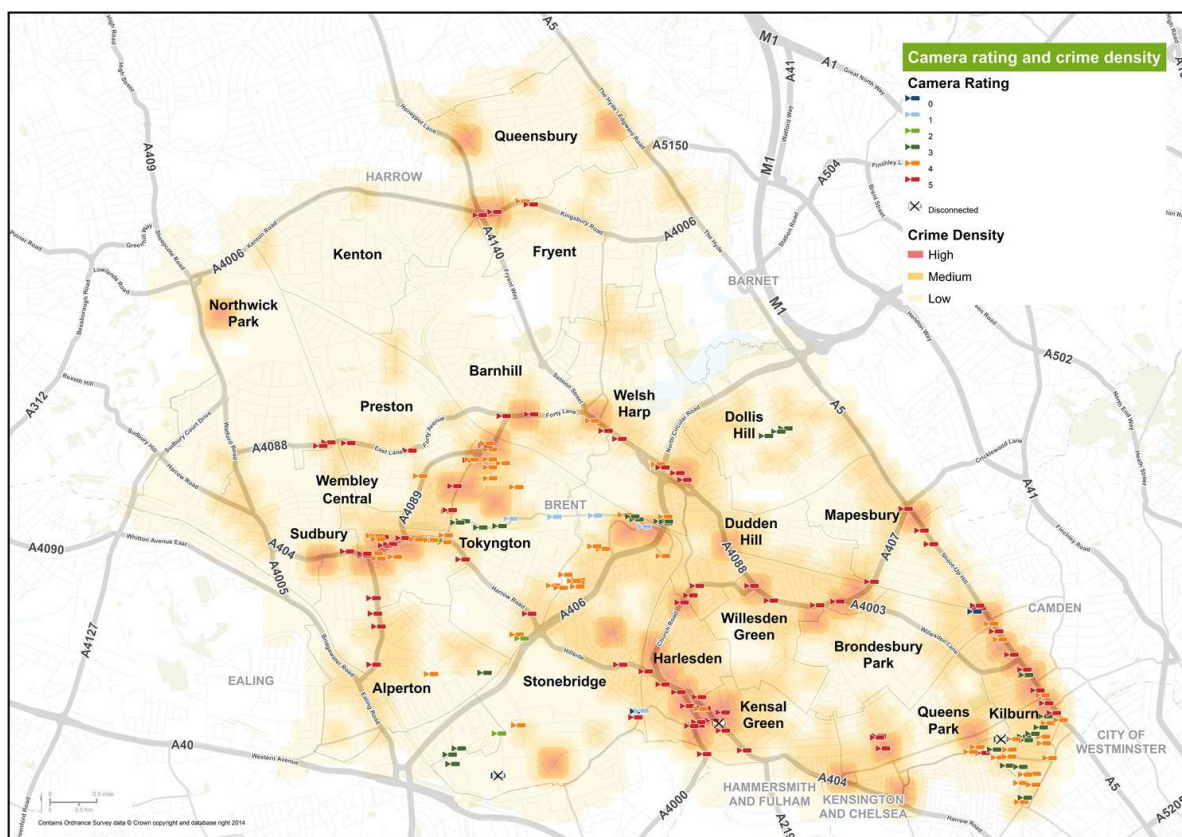
Quintain and Wembley Stadium have linked systems which are primarily used during event days in Wembley Park. On event days the CCTV Control room provides a central point of coordination.

Request for mobile CCTV cameras in hot spot areas are decided monthly by the CCTV committee. 2 moves a month are absorbed within the existing CCTV contract at no extra cost with mobile cameras typically kept in the area for a minimum of 6 months.

The CCTV operative's primary function is to monitor all cameras in Brent areas with CCTV, and in constant dialogue with the police control room to identify report and monitor crime in real time throughout Borough.

The CCTV control room is audited every 3 years by the Information Commissioners Office (ICO). The next audit will be conducted on 21/22.

A map of all fixed cameras in the borough is as follows:



### 8.1.1 What did we do?

The CCTV operatives also have to provide CCTV requests for evidential footage which could lead assist with criminal, civil investigations or insurance enquires. In 20/21, the total number of such requests completed by the CCTV Team is as follows:

DATE	POL REQUESTS	COUNCIL REQUESTS	M.O.P	INSURANCE
April	140	45	18	4
May	108	20	23	4
June	136	15	28	10
July	131	18	40	16
Aug	155	10	43	12
Sept	55	3	13	8
Oct	40	0	9	3
Nov	28	0	0	7
Dec	21	3	0	3
Jan	37	0	5	5
Febuary	61	5	6	2
March	57	0	0	0
<b>TOTAL</b>	<b>969</b>	<b>119</b>	<b>185</b>	<b>74</b>
				<b>1347</b>

There were 12 deployable cameras moved in 20/21 to emerging anti-social behaviour and crime hotspots. A breakdown of all current mobile camera locations is as follows:

Mobile Deployable camera locations:

Camera ID	Serial Number	Location
800	BT Brnt00001	London Road, alley end
801	BT Brnt00002	Not deployed - held at Civic Centre
802	BT Brnt00003	Newton Road/Temple Road
803	BT Brnt00004	Parkside/Campbell Gordon Way/Gladstone Park Bridge
804	BT Brnt00005	Sudbury Park Mansions/Harrow Road
805	BT Brnt00006	o/s 20 Stapleford Road
806	BT Brnt00007	Carnfield, Neasden
807	BT Brnt00008	Hirst Crescent Shops
808	BT Brnt00009	Ace Café
809	BT Brnt00010	Ace Cafe - at Junction
810	BT Brnt00011	Burnley Road/Hamilton Rd
811	BT Brnt00012	Hassop Road - Car Workshops
812	BT Brnt00013	15 Maybank, Sudbury
813	BT Brnt00014	Keslake Road
814	BT Brnt00015	Queensbury near train station
815	BT Brnt00016	Brampton Road
816	BT Brnt00017	Yates Close
817	BT Brnt00018	Challenge Close
818	BT Brnt00019	Hastings Close/Compton Avenue
819	BT Brnt00020	Brondesbury Villas
820	BT Brnt00021	Skate Park, Roundwood Park Annex
855	UK PSD043	Neasden Lane North
856	UK PSD047	Clarendon Gardens/Meadow Way (Lambert Walk)
857	UK PSD048	Essoldo Way
858	UK PSD044	Townsend Lane
859	UK PSD041	Sellons Avenue/Park Parade
860	UK PSD045	Preston Gardens
861	UKPSD 049	Willesden Library, Grange Road
862	BRENT-RDC003	Kendal Road Bridge
863	BRENT-RDC001	Kingswood Road, Wembley
864	LBB-RDC01	Athelstan Gardens off Kimberley Rd
865	UKPSD 270	Fairview Avenue
850 & 851	UK PSD046	Comber Close
852 & 853	UK PSD060	Willesden Lane
854 & 866	UK PSD042	Chapter Rd / Deacon Rd

The CCTV unit have also dealt with over 150 DVLA requests for vehicles of interest in 20/21.

### 8.1.2 Case Studies

#### Case Study 1:

**Incident ID:** 22165

**Type:** Fail to Stop, Drink drive/possession of drugs. 29<sup>th</sup> November 2020

**Details:** On Met Radio, around 04:45am a Black BMW with an Asian / South Asian male driver failed to stop and made off from police from Sudbury towards Wembley. CCTV picked up vehicle on Harrow Rd speeding towards High Rd Wembley HA9 at 04:50am. Vehicle drove onto wrong lane and collided with stationery vehicle on Ealing Rd, and then the driver a male suspect in a black fur hood jacket and white trouser decamped from the vehicle and made off towards Montrose Crescent HA0.

Updated Met info- later police attended on scene and searched for suspect but was no trace. CCTV scanned around area and later at 05:14am on Station Grove, located suspect male getting inside silver Toyota Prius private hire cab then informed Met police. Police stopped private hire cab and brought suspect male on Ealing Rd to identify then CCTV confirmed. Police arrested male and taken to custody.

## **Case Study 2:**

On Sunday 17<sup>th</sup> January 2021 a call was received by the London Ambulance Service of a Stabbing Neasden Lane North. Cameras turned to see a female tending to a male near pedestrian underpass. Victim stabbed in back, neck & lungs multiple times. Male who did the stabbing is unknown to victim. Victim was stabbed from behind as he waited at bus stop by random Eastern European male. There is now a section 60 in place as three stabbings are linked on Neasden Lane North. Victim taken by ambulance to St Marys Hospital.

Hours & hours of footage provided to Met Police. Met Police launched an intense operation to find male who attacked the stranger. Two days later male found & arrested for Neasden Stabbings

## **8.2 Rescue and Response County Lines Project**

The Rescue and Response project continues to operate across London providing intervention support to vulnerable young people and providing data and intelligence products in the context of County Lines. There is regular attendance from Rescue and Response at the Exploitation, Violence and Vulnerability Panel, and support continues to be given to partners and professionals to ensure safety plans reflect an understanding of the risk of County Lines.

In line with the previous six monthly report, risks to young people have continued to be increased by:

- An increased risk of arrest, and subsequent debt bondage.
- An increased grooming risk online, in addition to more pressure than usual reportedly being put on young people to help identify other young people for grooming.

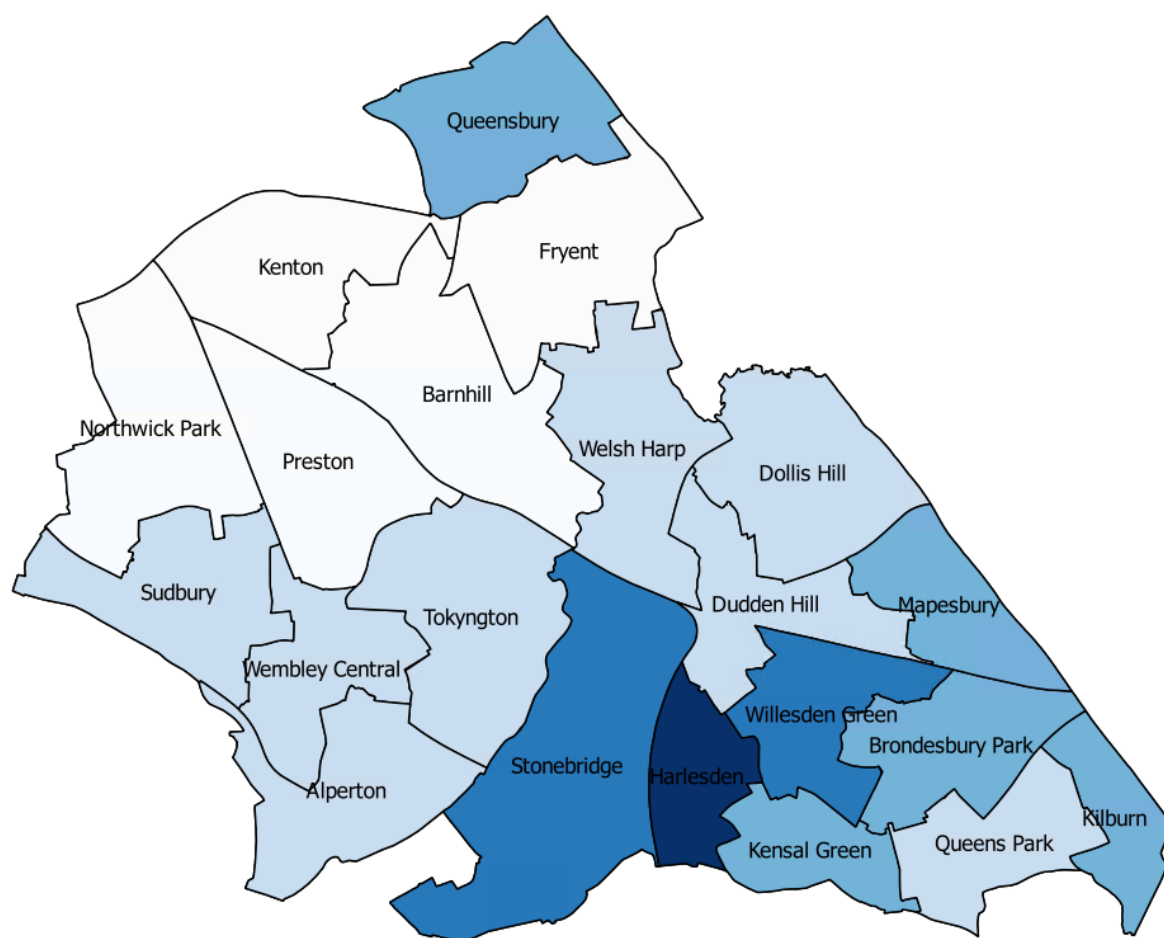
- Young people forced to work on new lines in rival territory faced a higher risk of violence or robbery, and in turn debt bondage.
- Young people were forced to work in the counties for longer and harder to meet the high demand, with some boroughs reporting longer missing episodes during lockdown.
- It is believed some young people were switched to working on local drug lines to meet the local demand, meaning they were less likely to trigger missing reporting despite continuing exploitation.

Further risks have been identified during the reporting period by Rescue and Response activity across London, which are being reviewed through the Exploitation, Vulnerability and Violence Panel:

- In one north London borough a young person was groomed outside of a mosque, leading to him being exploited on a County Line. In another North London borough a young person began showing indicator behaviours for exploitation after making a new set of friends at a mosque. Rescue and Response are reviewing the potential risk that parents and guardians assume that associations made at places of worship are positive, and therefore are less alert to the risk of grooming.
- There are London (non-Brent) case examples evidencing evolving use of social media and online gaming by drug networks and dealers, intended to widen grooming and exploitation opportunities despite social restrictions. Rescue and Response are supporting awareness raising and education regarding these online risks and indicators.

Rescue and Response received 598 referrals this year, with Brent receiving the fourth highest across London and highest in the North quadrant at 34.

The table highlights Harlesden ward featured the highest number of individuals linked to county lines, followed by Stonebridge, Willesden Green and Kilburn wards. Data on County Lines is continually being cross referenced with Brent CYP data to ensure that there is a clear understanding and cross-Council working to respond to young people's vulnerabilities and needs.



### 8.3 Data Analysis – Children and Young People (CYP)

The Local Authority and partnership work continues to identify and respond to risks of harm that affects vulnerable adolescents in Brent in the context of their local environment, including identifying and responding to child criminal exploitation, sexual exploitation and going missing. This data set covers the period of September 2020 to 30 March 2021.

Young people experiencing multiple vulnerabilities are being tracked within Brent and some trends are beginning to emerge in regards to those most vulnerable and their risks. The 'vulnerability tracker' uses data from the CYP open caseload data and cohort data from YOS, School Exclusions, Missing/Absent reports, CSE, County Lines, young people with an EHCP and young people presented to the EVVP.

Currently there are 2412 children on the tracker. Amongst the top 50 young people in the borough with the highest number of these vulnerabilities, 64% are looked after children and 62% have had a missing/absent episode in the last 6 months. CSE is a prominent factor in over half of the top 50 cases (56%).



<b>Number of "Vulnerabilities" identified September 2020</b>	<b>Proportion of September 2020 caseload</b>	<b>Proportion of March 2021 caseload</b>
0	56.33%	56.47%
1	20.34%	35.59%
2	18.58%	5.46%
3	3.73%	1.35%
4	0.76%	0.82%
5	0.25%	0.22%
6	0%	0.07%

The above table shows the proportion of the March 2021 caseload who have been identified in any of the above cohorts, or are LAC or CP. Over half of the young people have not been identified in any of these cohorts, and the highest number of vulnerabilities is 6, representing 0.07% of all open cases. Compared with September 2020 data, there is a reduction in the proportion of cases where 2 or 3 vulnerabilities are identified and an increase where 1 vulnerability is identified.

Of the top 50 young people taken from the March 2021 caseload identified on 3 or more of the above cohorts, the majority have had a missing/absent episode since January 2021 (82%), followed by 64% being at risk of CSE, and with 50% of them being Looked After Children.

This information helps us to identify young people with multiple vulnerabilities and quality assure interventions. For example, children with the highest number of vulnerabilities are being reviewed monthly to determine if a Vulnerable Adolescents Risk Assessment has been completed and whether a referral to the Exploitation, Violence and Vulnerability Panel is warranted.

#### **Multiple vulnerabilities - Proportion of top 50 (September 2020 cohort compared to March 2021 cohort)**

<b>Vulnerability</b>	<b>Total Sep 2020 cohort</b>	<b>Proportion of Top 50 Sep 2020 cohort</b>	<b>Total Mar 2021 cohort</b>	<b>Proportion of Top 50 Mar 2021 cohort</b>
LAC	28	56%	25	50%
Missing	26	52%	41	82%
CSE	22	44%	32	64%
EHCP	21	42%	14	28%
YOS	17	34%	21	42%
School Exclusions	13	26%	7	14%
County Lines	12	24%	17	34%
Child Protection Plan	12	24%	12	24%
Missing Education	8	16%	0	0%

Trends have emerged from the vulnerability tracker in relation to those young people with multiple vulnerabilities, and the links between them. Young people with both missing/absent episodes and LAC status represent 40% of the top 50 young people (compared to 32% in the previous period). Also within the YOS cohort represented in the top 50, 85.7% have had a missing or absent episode since January 2021.

This is partially due to the complexity of children entering care in adolescence. Due to a variety of factors, a high proportion of young people enter care in adolescence. New entrants to care include those on remand, automatically leading to YOS involvement. Nevertheless, Looked After Children who are known to YOS and frequently going missing from their placement is a cohort of young people where a high level of intervention and support is required and provided.

#### Cross referencing vulnerabilities in top 50

	Missing	LAC	CSE	YOS	County Lines	Exclusions	EHCP	EVVP
Missing	41	20	26	18	15	5	9	17
LAC	20	25	15	13	7	2	9	8
CSE	26	15	32	9	8	3	8	15
YOS	18	13	9	21	9	2	4	9
County Lines	15	7	8	9	17	1	2	7
Exclusions	5	2	3	2	1	7	7	3
EHCP	9	9	8	4	2	7	14	1
EVVP	17	8	15	9	7	3	1	21

#### Ethnicity in top 50

Ethnicity	Total	Percentage	Percentage from Previous Period
Black or Black British	29	58%	60%
Mixed / Multiple	8	16%	18%
White	5	10%	12%
Other Ethnic Groups	4	8%	6%
Asian or Asian British	4	8%	4%
Total	50	100%	100%

The above table shows the proportion of ethnic groups within the top 50 young people in the vulnerability tracker. The numbers are similar when compared with the previous reporting period, with increases in the proportion of Other Ethnic Groups and Asian or Asian British and a reduction in the proportion of Black or Black British, Mixed/Multiple and White.

This understanding of multiple vulnerabilities is actively informing risk management for these young people and themes from the tracker are explored at a strategic level through the Contextual Safeguarding Strategic Group.

## Abbreviations

EVVP	Exploitation Violence and Vulnerability Panel
MOPAC	Mayor's Office for Policing and Crime
SBP	Safer Brent Partnership
BAME	Black, Asian and Minority Ethnic
VAWG	Violence Against Women and Girls
DA	Domestic Abuse
FGM	Female Genital Mutilation
FM	Forced Marriage
IDVA	Independent Domestic Violence Advisor
PRU	Pupil Referral Unit
YOS	Youth Offending Service
WDP	Westminster Drug Project
CMARAC	Community Multi Agency Risk Assessment Conference
CP	Child Protection
LAC	Looked After Child
MARAC	Multi Agency Risk Assessment Conference
DA Offence W/I	Domestic Abuse Offence with injury

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

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	Three Appendix 1 Violence Reduction Action Plan Appendix 2 Youth Justice Plan 2020/21 Appendix 3 Youth Justice Plan 2021/22
<b>Background Papers:</b>	<a href="https://www.london.gov.uk/what-we-do/violence-reduction-unit-vru/partnerships">https://www.london.gov.uk/what-we-do/violence-reduction-unit-vru/partnerships</a>
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Colin Wilderspin – Head of Community Protection 020 8937 5367 <a href="mailto:Colin.wilderspin@brent.gov.uk">Colin.wilderspin@brent.gov.uk</a>  Davina Smith – Community Safety Manager 020 8937 1780 <a href="mailto:Davina.smith@brent.gov.uk">Davina.smith@brent.gov.uk</a>

## 1.0 Purpose of the report

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

## 2.0 Recommendation(s)

That the committee is assured that the scrutiny recommendations agreed by Cabinet on 14 October 2019 have been implemented

### **3.0 Detail**

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

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

- 4.1** Brent Council and partners are committed to ensure the safety of those in community through the reduction of knife crime incidents and offences. There is the recognised strategic priority to 'Reducing the impact of gangs and / or knives in our community' in the Safer Brent Community Safety Strategy (2018-2021 extended to 2022) to provide a partnership commitment to address Knife Crime.

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

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

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

#### **Action – Implemented**

##### **Updates:**

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

Children and Young Peoples Service and Community Safety continue to work collaboratively and in partnership in delivering the Exploitation, Violence and Vulnerability Programme (EVVP) and continues to run a fortnightly panel meeting which is well attended by both statutory partners across all agencies, commissioned agencies and key voluntary sector partners. The EVVP focuses on reducing re-offending and serious youth violence through a coordinated, multi-agency and intelligence led approach. This includes a specific focus on a cohort not yet known to statutory services, increasing earlier intervention and

identification of an unknown potentially younger cohort. The programme consists of prolific offenders, weapon carriers, domestic abuse perpetrators and those affiliated, or at risk of affiliation, with gangs. Individuals requiring support can either be referred in by professionals or identified through targeted outreach.

The Panel has been observed by the Information Commissioners Office (ICO) and commended for our approach and management of sensitive information, whilst addressing safeguarding concerns.

Partnership working has also been a key commitment strategically and is embedded within the Violence Reduction Action Plan (VRAP).

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

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

#### **Action - Implemented**

##### **Updates:**

1. Brent Youth Justice Plan - All local authorities are required to have one. It sets out the aims and past performance of the Brent Youth Justice partnership with particular reference to Youth Offending Services (YOS).
2. Knife Crime – The Knife Crime Action Plan was reviewed by the Violence reduction unit (VRU) and identified as good practice in comparison to all other London Boroughs. In April 2020 the format was reviewed and the Violence Reduction Action Plan (VRAP) was designed and replaced the Knife Crime Action Plans across London. Following partnership consultation Brent developed and adopted the Violence Reduction Action plan in September 2020. This has been reviewed at the Safer Brent Partnership (SBP) Board every 6 months, last review May 2021. Despite some delays due to Covid that had resulted in extending the timescale for delivery, the overall progress on the VRAP is very good with 13 actions moving from amber to green and 2 actions moving from red to amber. The VRU have recently made additional changes and we are in the process of consulting with partners before we resubmit updates in December 2021. The SBP board will retain oversight of this action plan.
3. Youth Justice Improvement Plan 2020 -21 and 2021 – 22 includes all recommendations from the YOS Inspection by HMIP published in December 2019. Particular areas of focus have included changes to the Out of Court Disposals processes, review and monitor decision-making to ensure that there is no unnecessary criminalisation of children with high levels of welfare needs as well as ensuring there is enough capacity in this part of the service. Secondly to provide services to children and young people who are not in education, training and employment and finally to provide suitable and sufficient places for children and young people to be seen and supervised.

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

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

See Appendix 2 – Youth Justice Plan 2020/21

#### **4.5 Recommendation 3:**

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

##### **Action – Implemented**

##### **Updates:**

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

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

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

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

St Giles Trust are commissioned to provide a Gangs Intervention Programme until March 2022 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. As part of the gang intervention programme aligned to our Community Safety Strategy 2018-2021 (extended to 2022), St Giles Trust, educational programs will be offered to all Primary, Secondary and Pupil Referral Unit (PRU) within Brent providing early intervention and prevention to Brent's young people and increase awareness around the consequences of joining a gang.

The Mentoring, Sports and well-being programme from Air Network provides support to those offenders on the Offender Management Programme by: 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 offenders on the Integrated Offender Management Programme therefore ongoing multi-agency work with Youth Offending Teams YOT, Probation services, Westminster Drugs Project WDP.

Brent Council has now established an alternative provision free school with an integrated youth offer, located at the Roundwood Centre in Harlesden. Brent Council successfully procured the provision for Roundwood Youth Centre with approval being made by the Department for Education on which provider. The alternative free school has been open since early February 2020. It has contributed to creating a safe place for many young people who struggle or have not been able to engage with mainstream education. The provision links into many community programs offering young people an alternative approach to learning.

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

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

More young people, parents and communities feeling that young people have attractive and safe places to go in their leisure time where they can get involved in a wide range of exciting activities

More young people, particularly the most disadvantaged, participating in positive leisure time activities that support their personal and social development

More young people having access to information, advice and guidance services from within places they feel comfortable

Some of the activities taking place at the Roundwood Youth Centre include:

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

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

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

It has been exploring the evidence and changes in:

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

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

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

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

#### **Action – Implemented**

##### **Updates:**

We have delivered our local knife crime intervention project, which uses Virtual Reality (VR) technology to simulate a 360 degree virtual experience of the victim and perpetrator of a knife crime incident. The programme has been funded by the Home office and created with the Police using Brent locations for the filming. The Virtual Reality project has been independently reviewed by Middlesex University and will be available to schools, groups and services to support in the conversation regarding the impact of knife crime.

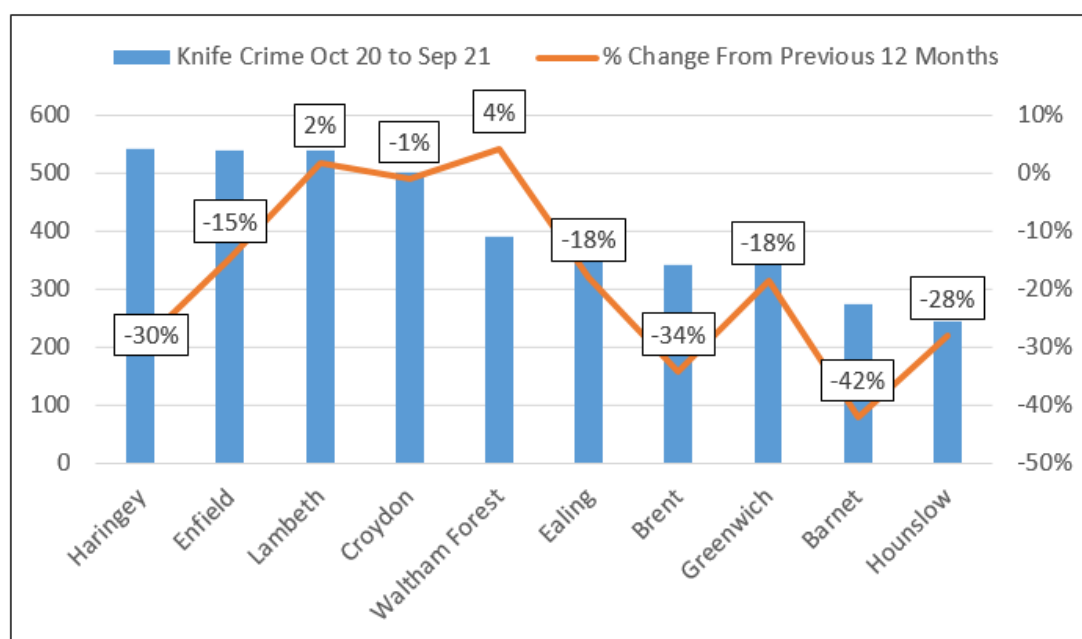
The Community Safety team are supporting the current campaign with the Metropolitan Police (MPS) and Crimestoppers 'Hard Calls, Save Lives'. Highlighting and appealing to people in communities that 'calling with information about knife crime may be hard, but there are harder calls'. The focus is on five mothers who share their experience of losing a son to knife crime.

One of the mothers Lillian Serunkuma who lost her son Quamari Barnes due to knife crime tells her experience and she shares the impact this had on her family.

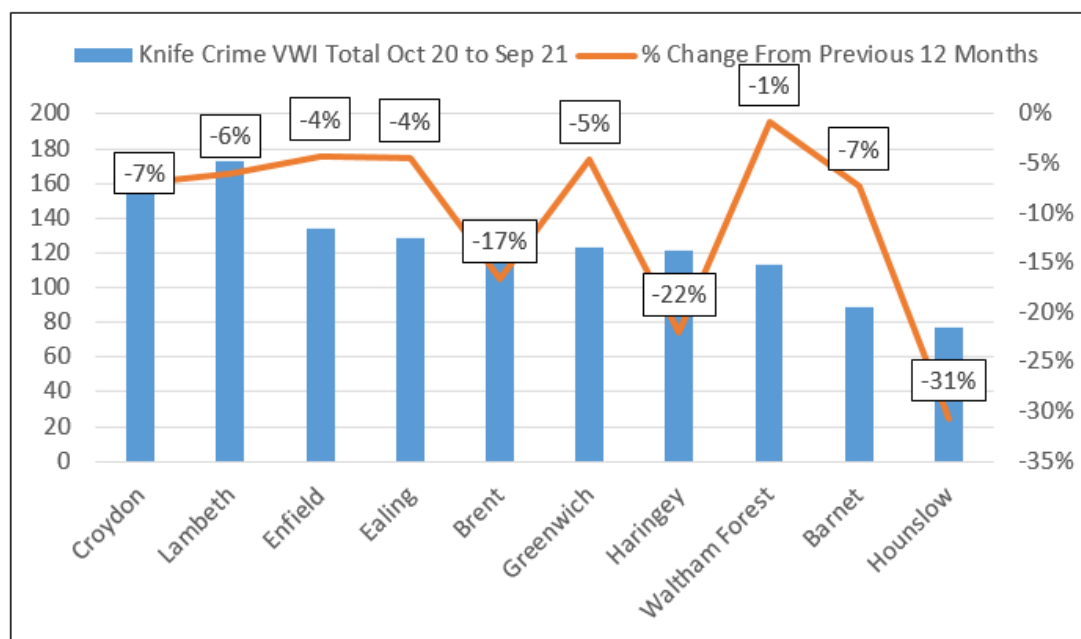
Community Safety continues to support a project delivered by the MPS called 'No Knives, Better Lives'. The event is an collaborative event supported by the Courts, Police, Local Authority, School, Community and Youth Services to support young people who are experiencing challenges in their lives which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

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

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



Eight of the ten boroughs in the Most Similar Group recorded a reduction in knife crime offences in the last 12 months to end September 2021. Brent's reduction when compared with the previous 12 months was the second highest.



All the boroughs in the Most Similar Group saw a reduction in Knife Crime Violence With Injury Offences in the last 12 months to end September 2021. Brent's reduction of 17% when compared with the previous 12 months was the second highest.

#### 4.7 **Recommendation 5:**

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

#### **Action - Implemented**

##### **Updates:**

Stop and search statistics are discussed at every Police Independent Advisory Group (IAG) meeting. The group is also attended by Community Safety to ensure partnership working and support from the local authority. The Police also support an independent public group which specifically looks at stop and search led by Roy Crossdale. Both groups are represented by members of the public in Brent who are also very active in the community.

The police are working alongside partners to improve community relationships, the IAG are leading on a piece of work which is training and advising officers on the implication of stop and search on members of the community. Specifically addressing factors of disproportionality and any cultural biases or prejudice.

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

The Community Safety Team successfully recruited a Community Engagement Officer to work alongside the MPS, statutory and voluntary services to help support and improve relations between MPS and local communities. We will be developing a local Community Safety Advisory Forum and raising awareness of key Community Safety issues, whilst focusing on reducing the perception of crime.

Neighbourhood policing remains a high priority for the Police with local Safer Neighbourhood teams delivering a local response to the key community issues which are criminal or causing harm. Officers are usually in attendance at Ward Panel meetings and can be contacted online. There is always an ongoing review of neighbourhood policing and new recruits all spend part of their induction working within a safer neighbourhood team.

#### **4.8 Recommendation 6:**

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

#### **Action - Implemented**

#### **Updates:**

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

The project has been really well received within the Hospital and are greatly appreciated by staff having the access to an engagement worker who is trained to speak with the young person, family and friends following a serious incident and gather further information to support safeguarding through present and post hospitalisation.

The project is funded until March 2022.

#### **4.9 Recommendation 7:**

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

## **Action - Implemented**

### **Updates:**

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

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

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

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

The project provides diversion from gangs for 12 young people in Year 5 and Year 6 from 6 schools in the Harlesden and Stonebridge localities. They will receive some lunchtime sport mentoring followed by two after school multi-sport sessions per week for the whole of Y6, plus a Sunday event where families have tasters of local clubs which they are supported and accompanied to attend. The project focuses on crime prevention by targeting the most vulnerable young people at an early age and working with them for an extended period to establish long-term positive behaviours.

Throughout the summer holidays and during school half term, Brent Council in conjunction with Schools, community groups and delivery agencies rolled out a collection of positive activities during School holiday which were free for families in receipt of benefits and included meals. Ongoing work is under way to continue an offer across other school holidays. This also links into work being delivered by the family well being centres across the borough.

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

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

## **Action - Implemented**

### **Updates:**

Brent schools have a range of policies and procedures that address issues related to knife crime and the risk of serious youth violence. The Designated

Safeguarding Leads have contributed to the Violence reduction action plan and remain active in membership at key safeguarding forums and meetings.

St Giles SOS+ project delivers early intervention work in educational settings, through 1:1 mentoring and preventative sessions on violence, vulnerability and exploitation.

This approach allows for pro social modelling and our staff use their lived experience to offer an alternative to the 'street' narrative from their own experiences; it has successes where more conventional approaches fail.

The service offers:

- Prevention and awareness-raising whole year group assemblies,
- Targeted sessions (with a group of up to 10 young people),
- Parent/carer information sessions, Professionals/teacher training.

The programme aims to equip young people with practical tools and strategies that they can use to build resilience to risks, such as negative peer pressure and grooming, giving them real knowledge and insights that will help them to make positive choices, stay engaged with education, and preventing exclusions.

This recommendation is also incorporated within the Violence Reduction Action Plan.

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

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

**Revised recommendation:**

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

This is to reflect the newly formed probation service following the reunification with the CRC. Therefore the CRC no longer exists in the delivery of Brent Probation Services.

#### **Action – Implemented**

##### **Updates:**

There is now consistent and clear lines of partnership working and accountability. Probation services in England and Wales have been fully restored to public ownership and control therefore CRC is now unified with the National Probation Service which has consolidated delivery within Brent.

This recommendation has been evidenced in January 2021 when the YOS, Probation, CRC and Community Safety pulled together a joint funding bid with the aim to secure a co located multi-disciplinary team, we were unfortunately unsuccessful in receiving the Grant, however the improved working

relationships, flexibility and support offers a greater ability to meet the needs of those within the criminal justice system, through our shared coordinated meetings.

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

There are monthly meetings for our IOM (Integrated Offender Management) cohort where MPS, NPS (including legacy CRC), Department for Work and Pensions, Westminster Drug Project and VCS attend to manage and monitor RAG rated prolific offenders. This has been instrumental in managing risk and planning in advance if an individual is due for release, for example, and providing wrap around support to ensure they maintain any mandated orders they are subjected to comply with.

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

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

##### **Action - Implemented**

##### **Updates:**

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

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

Project Horizon is a partnership response to the crime within the NW10 hotspot area due to this being a longstanding area within the borough that has entrenched gang links and prolific offending with high rates of crime. £750,000 in funds has been secured via MOPAC by a local VCS organisation for each local borough.

The Violence Reduction Unit has launched the MyEnds programme in September 2020. The Unit is allocating a total of £3.3 million (including an evaluation piece) to this programme, designed to provide support, capacity, and funding for locally-designed interventions in neighbourhoods affected by high and sustained levels of violence. Brent has been one of the successful boroughs to benefit from the funding which was awarded to the Young Brent Foundation working with our voluntary and community sector.

This project also aims to link in with families who have suffered a tragic loss and ensuring they have a platform to share the message such as Hard Calls Saves Lives (CrimeStoppers), urging the public to report information about knife crime. Additional approaches are explained throughout this report.



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

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

#### **Action - Implemented**

##### **Updates:**

The housing team at Brent council successfully secured funding from MHCLG to help reducing rough sleeping and reoffending by supporting ex-offenders into the private rented sector. This project is yet to go live as of September 2021 and key partners e.g. NPS, prisons, IOM panel have been informed of this new initiative. MHCLG's joint working with the MoJ and has been developed to complement the MoJ's recently announced Community Accommodation Service (CAS), which will provide interim accommodation for people who are homeless on leaving custody, for up to 12 weeks for those local authorities in the CAS funded regions, the aim is to build a pathway for those who would otherwise be homeless on leaving prison, through the MoJ's CAS provision, before moving onto their own private rented sector tenancy through the schemes this funding will unlock.

Current housing processes remain and exist pan London as part of the Pan London reciprocal scheme. Individuals may approach any council due to fear of violence and cases will be reviewed and accessed.

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

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

#### **Action - Implemented**

##### **Updates:**

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

As of Q4 2019/20, Rescue and Response(R+R) managed to reduce their 'holds list' down to zero, resulting in young people receiving the support they need much more quickly. Rescue and Response have maintained this into Q1 and Q2 of this year 2021, which means that they continue to have the ability to expedite referral processes and allocate to service providers with a shorter turnaround. However, R+R are still only working with individuals who have some level of previous or current involvement in County Lines. Due to project capacity, they do not have the resources to extend that support offer to those

who may have demonstrated a risk of being subject to County Lines exploitation in future. The overall reflections on the previous year of delivery during the Covid-19 pandemic would be that the County Lines exploitation picture has remained highly consistent with the previous year pre-pandemic, with referral numbers and demographics of young people involved showing very little fluctuation. The resilience of exploiters during this time has demonstrated the ongoing need for sustainable support for young victims of this form of criminal exploitation.

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

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

#### **Action - Implemented**

##### **Updates:**

The Brent over represented children pathfinder pilot continues. One hundred and forty five Brent children and young people accessed the Outreach project in the period October 2020 to September 2021 (with a target of 375 children by 2023). Fifty six young people have completed safety mapping in the period January to September 2021. This reduces the likelihood of young people being inadvertently exposed to contextual safeguarding risks as a result of their participation in the pathfinder or other community engagement. As part of the Brent Pathfinder Young People's Panel, Black, Asian and Minority Ethnic heritage group children and young people are supported by a Youth Participation Worker to share their experience of COVID-19 and identify activities and interventions that can reduce its impact. Twenty-three young people have joined the Panel since March. Members hosted MOT Check- up Saturday in September, at the Preston Park Family Wellbeing Centre. Mental Health practitioners from Westminster Drug Project offered individual and group mental health, emotional wellbeing, and substance misuse advice and support. Panel members have made arrangements to create COVID-19 themed monthly podcasts from September 2021.

The Brent Over Represented Children Pathfinder offers a range of targeted services for young people from Black, Asian and Minority Ethnic heritage groups aged 10 to 17 years who have been adversely affected by COVID-19. The project is managed by Early Help and seeks to reduce the number of young people entering the youth justice system by alleviating Adverse Childhood Experiences (ACEs) that have been compounded by COVID-19, particularly amongst children and young people not previously known to services. The project is funded by the Youth Justice Board until 31 March 2023. An Executive Steering Group (ESG), chaired by the Operational Director - Integration & Improved Outcomes, meets monthly to provide strategic guidance and monitor performance.

The Brent Pathfinder Outreach Project is led by voluntary sector agencies and consists of mentoring support delivered by the Young Brent Foundation and emotional well-being counselling provided by EACH Brent Counselling

Safety mapping is a process in which young people identify any locations and related risks in the community that could cause them harm. This reduces the likelihood of young people being inadvertently exposed to contextual safeguarding risks as a result of their participation in the Pathfinder or other community engagement. Fifty six young people have completed safety mapping in the period January to September 2021.

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

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

#### **The strands of the project are:**

##### **Family coaches**

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

##### **Detached and Outreach service -Volunteer Community Sector**

Young Brent Foundation have been commissioned to establish a Detached and Outreach service to reduce the risks to young people. By the end of June 2021 the Detached and Outreach project has really taken off. There was a great increase in the number of contacts they had with young people. This had increased from 310 at the end of the first quarter to 511 young people by the end of June 2021. To date 10 young people had been supported into employment by one of the delivery partners with onward referrals to local youth provision for many young people they meet with.

Services for young people would be complemented by centre based and youth outreach activities. Male and female Street Mentors, will work with at-risk young people (between 10 to 18 years). Some of their work will be outside of traditional

service hours in order to engage young people in areas and places they go to. They will establish trusting relationships, to start the journey of recovery. Group work will focus on gangs' awareness, resilience and choices, linking young people to council teams and voluntary services to meet their needs. They will also monitor and intervene with group conflict, working with the police and Community Protection team and in the community in line with our shared contextual safeguarding approach.

#### Emotional well-being support

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

### **5.0 Financial Implications**

5.1 None

### **6.0 Legal Implications**

6.1 None

### **7.0 Equality Implications**

7.1 None

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

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

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



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

9.1 None

**Report sign off:**

Alan Lunt  
Strategic Director of Regeneration and  
Environment

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MAYOR OF LONDON					METROPOLITAN POLICE								
BRENT - Safer Brent Partnership Local Violence Reduction Action Plan													
2020/21		Name		Organisation		Role					Key Local Strategic Documents that support violence reduction		
ACTION PLAN  SENIOR  LEADERSHIP  STRUCTURE		Carolyn Downs		Local Authority		CPS Chair and Local Authority Chief Executive					Listed below in document reference in addition;		
		Sarah Leach		MPS		BCU Commander					Safer Brent - Community Safety Strategy 2018-2021		
		Gail Tolley		Local Authority		Strategic Director Children and Young People							
		Melanie Smith		Local Authority		Director of Public Health							
		Colin Wilderspin		Local Authority		Head of Community Protection							
		Jamie Jenkins		London Fire Brigade		Borough Commander London Fire Brigade							
		Kathryn Hunt		National Probation Service		Head of Service, London Probation Service							
		Hakeem Osinaike		Local Authority		Operational Director Housing							
		Cllr Muhammed Butt		Local Authority		Leader of the Council							
		Cllr Promise Knight		Local Authority		Lead Member for Community Safety							
		Cllr Mili Patel		Local Authority		Lead Member for Children's Safeguarding, Early Help and Social C							
		Sue Kayser		Brent Magistrates Court		Bench Chairman for NW London Local Justice Area							
		Ezinne Chukuka		Victims Support		Local Senior Operations Manager							
		Gill Close		Safer Neighbourhood Board		Chair							
		Duncan Ambrose		Clinical Commissioning Group		Partnership lead							
		Lorna Hughes		Local Authority		Head of Strategy and Partnership							
		Sue Gates		Local Authority		Head of Early Help							
		Chris Murray		Community Voluntary Sector - Young Brent Foundation		Chief Executive Officer							
Ref						Actions							
Theme	Action No	Actions		Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	Risk RAG status
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	4	Hold an annual Local Leadership event (Elected members, Statutory Officers, CVS and local Businesses) to look at 'wicked issues' to ensure multi-agency response, e.g. Building community trust in statutory services	Local key issues are identified, leading to the creation of a strategy with shared approaches which are cross cutting across the sector to support change.	Community Safety / Strategy and Partnership	Safer Brent Partnership	Sep-20	Sep-21	MPS, community rep, councillors, Public Health	September 2020: Initial discussions are scheduled with the lead member for Community Protection to align proposed leadership event with the consultation on the Safer Brent Community Safety Strategy and its publication.  March 2021: Due to the ongoing impact of Covid this has been under review until September 2021. Project Horizon will be exploring engagement activities as part of the pilot and exploring how to improve interaction with communities regarding violent crime reduction.	We are looking at Disproportionality within the community safety landscape in Brent. Due to be discussed at Q1 SBP. Engagement plan to be developed by September 21	Safer Brent Community Safety Strategy		
Ref		Actions											Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status	
ANALYSIS & ENFORCEMENT	1	Analysis to support a public health approach to violence reduction and targeted enforcement - including a Strategic Needs Assessment to understand patterns of violence and vulnerability, key local drivers and communities/localities of greatest need, as well as a gap analysis against existing evidence of effective practice to inform the local action plan. The Community Safety Strategic Assessment to include serious youth violence, knife and gun enabled crime (to be refreshed annually)	A targeted response analysis and strategic assessment is created to better inform and support targeted enforcement specifically in relation to serious violence, gun and knife crime.	Public Health/ CCG/ Community Safety	Safer Brent Partnership	Sep-20	Apr-21	Police, Probation, Public Health, Fire Brigade, Local Authority, BSCF & LSAB	August 2020: The Community Safety Strategy will be reviewed annually. The 2019/20 Strategic Assessment incorporates serious violence, gun and knife enabled crime and is used to strategically plan for the upcoming year.  Data available from public health on hospital admissions due to violence. and specific intervention support at Northwick Park by St Giles Trust.  March 2021: The Strategic Needs Assessment is to be completed and presented at the SBP July 2021, which will provide a better understanding of risk and need, to support the Public Health approach with current data.	Regular monitoring of data and hotspot locations are considered as part of tasking of outreach providers. Hotspot mapping also used as part of Borough Joint Action Group, and other partnership meetings to manage contextual risk and in creating response plans .	Community Safety Strategic Assessment 2020 and annual report. Quarterly update of the Gang and Knife Crime SBP Action Plan, BJAG minutes, CMARAC minutes, EVVP.		
	2	Use ISTV and wider public health data, social media intelligence, local drugs markets and local rescue and response county lines analysis, plus any other relevant local authority data sources to inform the strategic assessment analysis. Risk Terrain Modelling software will also be available within the MPS to support local analysis from late Autumn 2020.	The enhanced data set for the strategic assessment will be utilised to support delivery approaches and to build our local strategy.	Community Safety/ MPS/ Health/ CNWL	Safer Brent Partnership	Aug-20	Jun-21	Police, Probation, Public Health, Fire Brigade, Local Authority, BSCB & LSAB, Rescue and Response, WDP	August 2020: A newly commissioned service is providing an embedded youth violence hospital worker based within Northwick Park hospital and an outreach mental health team. Data will be collected to support the strategic assessment.  Monthly hotspot mapping takes place on local drug markets and ASB for BJAG and the Community MARAC to ensure effective interventions by partners and services.  An annual strategic assessment has been completed by Community Protection and the Safer Brent Community Safety Strategy is currently under review, pending Mayoral Election.  March 2021: The above actions are ongoing, no further updates.	revised timescale from April 2021 to present at the next SBP July 2021. All other activity is ongoing	Community Safety Strategy and annual report		
	3	Police Activity Tracker to be maintained to record, monitor and review key police tactical interventions and activity in support of the Violent Crime Task Force and local Violence Suppression Unit	Tactical interventions are reviewed and the outcomes either support and direct future interventions or suggest modified approaches to take	MPS	MPS	Aug-20	Sep-20	Community Safety	This process is now part of the standard monthly TTCG (tasking and allocation) process that includes officers from the Brent Community Protection Team.  March 2021: This work continues as part of the Monthly TTCG	Completed - built into core delivery	Police Activity Tracker, Police Tasking Meeting Minutes		
	4	Multi-Agency Panel response to those at risk of or involved in violence, including Police, Community Safety, Adult's and Children's Services, YOT, Probation, Meeting minimum of monthly with TOR and menu of options to manage risk through enforcement, prevention and diversion activities. This could be a single meeting, or separate meetings for those involved in violence and those flagged as at risk and who could benefit from preventative support. The MPS Violent Harm Index should be referenced as part of this process for the highest harm offenders.	All referred cases are discussed at fortnightly and monthly at multi-agency panels that focus on contextual safeguarding, reducing serious violence, preventing re-offending and safeguarding victims through an intelligence led, coordinated intervention approach.	Community Safety/MPS	Community Safety /MPS	Aug-20	Sep-20	CYP, YOS, Probation, AIR Network, St Giles Trust, YBF, WDP, Health	December 2020: The Violence and Vulnerability Programme and the Child Exploitation and Missing Person have aligned into one meeting, enabling an enhanced and cohesive overview of all cases including those at risk of exploitation. Health colleagues attend, providing specialist knowledge. March 2021: The Police lead a daily Integrated Risk Management panel to discuss cases that impact under 18s. A daily crime and gangs NW- Borough Command Unit (BCU) meeting has been set up to discuss risk across the BCU and serious harm offenders.	Completed - The EVVP Panel is held every 2 weeks, it is well established and integrated into core delivery. It is aligned to wider partnership meetings and daily risk management forums.	Safer Brent Partnership Annual review, MOPAC Annual reporting. Notes from VVP, VAP, CEMP meeting, terms of reference for the Daily Crime and Gangs BCU meeting		
	5	Compile a gangs problem profile for the borough, taking appropriate account of county lines. To be reviewed in-depth every three years and refreshed every 12 months	An improved understanding and awareness of the gang profile in Brent and of those with links to drugs and county lines for a targeted and informed response.	MPS	MPS	Aug-20	Sep-20	Community protection, CYP, WDP	August 2020: Currently - this exists on the Op Jaguar document and is refreshed every week, key intelligence is shared with local authority and partners through a weekly briefing document.  A new daily integrated crime and gangs BCU meeting will further enhance data sharing and a shared response to serious crime.	Completed - currently included within the strategic assessment annually next annual assessment due to be presented at SBP in July 2021	Local gangs problem profile, terms of reference for the Daily Crime and Gangs BCU		
	6	Use of intelligence led Stop and Search including use of S60 in accordance with NPCC guidance	Increased intelligence is utilised for S60 enforcement, which is responsive and proportionate.	MPS	MPS	Aug-20	Apr-21	IAG, SNB, Local authority, community partners and leaders.	August 2020: Ongoing. Each S60 authority is reviewed by the authorising officer (Insp rank). Speedier and more targeted information of s60 to the community is being developed  March 2021: The MPS is looking to improve the quality of intelligence received. This is done by engaging with the community and explaining what intelligence is useful. This will in turn provide more grounds for S60s.	Completed - Stop and Search as an item is due to be discussed at the May 2021 SBP.	Policing IAG meeting minutes review of stop and search on the agenda		



	7	Local Authority enforcement through use of all enforcement assets to target locations and offenders, for example CCTV, Enforcement Officers, Parking Enforcement, removal of abandoned vehicles	Clear coordinated and effective use of all Local Authority enforcement tactics proportionate to tackle offenders and locations that results in an improved response to local issue	Community Safety	Brent CSP	Apr-20	Apr-21	Local authority, MPS	<p>April 2020: Multiagency teams across Regeneration and Environment have issued 307 Fixed Penalty Notices in street drinking hotspots with 44 individuals referred for prosecution. Two premises were issued closures as a result of nuisance and drug dealing, ten Community Protection Warnings were issued and a Community Protection Notice was given for drug dealing and nuisance.</p> <p>Since this period there has a further 18 days of action in Churchend, Kingsbury, Harlesden, Willesden and Wembley. A further 243 FPNs have been issued for street drinking with approximately 5 court prosecutions a week for persistent offenders since Feb 2021. In total over 50 Days of action across the borough.</p> <p>Since July 2021 there has been a weekly tasking meeting with police and LA enforcement to provide a timely response to emerging issues. This is alongside the EPG which continues to develop and discuss issues including highways, enforcement, regulatory and community safety and includes other appropriate stakeholders</p>	Completed - Following the success of the multi agency Day of Actions these will continue 2021 / 22.	Community Safety Strategy and local action plans	
	8	Analysis of the needs and risks of young women involved in violence to be able to develop appropriate interventions for young women	Earlier identification and intervention offered to young women at risk, with resources tailored to their needs to promote positive lifestyle choices	Community Safety/YBF	Community Safety	Jul-20	Jun-21	CYP, YBF, YOS, WDP, IAG	<p>August 2020: WDP have launched their Elev8 service for young people which includes a focus on working with young women who find it difficult to engage in services through the use of social media and other tools. A new referral tool to CEMP simplified to increase assessment and allocation of resources.</p> <p>March 2021 Brent Council continues to commission the Global Thinking project which offers support to young women and girls aged 10 – 25 at risk of all forms of gender based exploitation and violence. 34 young women and girls referred into Global Thinking (since July 2020) The project is monitored quarterly against agreed outcomes and the provider reports on the specific needs and trends of this cohort. During this time the project also trained yp, 100% of whom reported increased understanding of the risks to young women and girls.</p>	<p>Completed - YOS and WDP are developing a group or one to one programme as part of the Elev8 service but focusing on children who are being exploited.</p> <p>YOS have been making referrals for Global Thinking Programme to support girls who are involved in offending behaviour and those who are at risk of being groomed by gangs and CSE.</p> <p>Update : 34 young women and girls referred into Global Thinking (since July 2020) The project is monitored quarterly against agreed outcomes and the provider reports on the specific needs and trends of this cohort.</p>	Qtrly monitoring reports for Elev8, Global thinking and minutes from EVVP meetings	
Page 103	9	Training for front line staff on information sharing specific to violence, to ensure staff of all partners are aware of what data can be shared and how	Confidentiality agreements in place with partners able to share information under the umbrella of safeguarding. All partner meetings begin by reiterating the terms of confidentiality.	Community Safety	Community Safety	Jul-20	Oct-21	LSAB, BSCF	<p>August 2020: An annual review and refresh of all data sharing agreements was conducted. All meetings clarify data sharing remit and confidentiality at the start. Further developments to understand learning from data breaches are in action. Mandatory staff training on DPA is completed for Brent staff annually.</p> <p>March 2021: Information sharing refresher training provided to all members of the Exploitation, Violence and Vulnerability Panel (EVVP) which includes front line staff.</p> <p>Awareness raising and training session conducted alongside the CYP Contextual Safeguarding Lead provided to council colleagues who provide front line support, this will be ongoing.</p> <p>Regular Peer Mapping exercise meetings held with partner agencies to discuss young people and associates, contextual safeguarding and serious youth violence concerns. Within this forum front line staff are regularly supported and made aware of how to share information on serious violence concerns.</p>	Completed: An annual review and refresh of all data sharing agreements was conducted. All meetings clarify data sharing remit and confidentiality at the start. Further developments to understand learning from data breaches are in action. Mandatory staff training on DPA is completed for Brent staff annually.	ISA, TOR, Council DPA training	
	10	Coordinated prison visits undertaken as a matter of course. Where appropriate joint partnership visits will be undertaken prior to release.	Increased access to a number of prisons for joint partnership visits where appropriate and to ensure a clear release plan with support for violent offenders returning to Brent	NPS / CRC	NPS/CRC	Aug-20	Jul-21	Local Authority, MPS	<p>August 2020: All prisons are currently in command mode (level 3). As visits are not taking place presently, video link is used when need be. This should also include those who need access to specialist drug and alcohol services upon release. London prisons also have teleconference facilities when cases need to be discussed in a multi agency manner. LCRC are happy to coordinate calls (and later on, visits) with partners as and when appropriate</p> <p>All children in prison automatically become LAC and are subject to visits to a social worker and an initial health assessment.</p> <p>Mental Health assessments should take place prior to release.</p>	<p>Ongoing - Due to Covid restrictions impacting face to face and pre release visits from intervention providers.</p> <p>Update - All children who are in custody are open to the YOS. Those who are remanded have looked after child status and have an allocated social worker.</p> <p>YOS have a monthly Resettlement and Aftercare panel and uses the 5 C's of resettlement to monitor cases and ensure there are plans for the child's resettlement. The panel is attended by YOS, Police, social care and CAMHS.</p>	MPS IOM case list	
Ref					All							Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status

REDUCING ACCESS TO WEAPONS	1	Develop an agreed joint programme of actions to remove weapons and provide reassurance including Trading Standards initiatives (e.g. knife or corrosive substance test purchases) and incorporating responsible retailer agreements.	Awareness raising with licensed premises and possible warning or fines if knives are sold illegally. More focus on test purchases and on a wider joint programme incorporating the responsible retailer agreement to remove illegal weapons.	MPS / Trading Standards	MPS	Aug-20	Jul-21	Local authority/ trading standards	Ongoing work between MPS and partners. An annual program of deterrent activities is to be outlined.  There are 106 members of the Responsible Traders Scheme in Brent. The scheme provides training materials and resources for businesses to prevent age restricted sales for all age restricted products under TS responsibility including knives.	Due to the workload of COVID to the Regulatory Team to progress in the last 12 months. The aim is that this will recommence in Summer 2021.	List of organisations signed up - responsible retailer agreeemnt	
	2	Weapons sweeps by staff of partner agencies, e.g. LFB, housing providers/estate managers, refuse collectors and community	A 10% reduction in weapons being identified in repeat locations - Increased community engagement to reduce knife crime and increase reporting of incidents.	Community Safety / MPS	Community Safety / MPS	Jul-20	Jul-21	MPS, Local authority, Veolia, Serco, Housing Associations, SNB, Health	The BCST analyst is also conducting a data exercise to map vulnerable locations where weapons have been reported as stored for wider engagement with other appropriate stakeholders including Health - where weopans are sometimes disposed.  March 2021: Joint walk-arounds and joint weapon sweeps have been limited due to COVID, however as part of Days of Actions and following intel multi agnecy sweeps have taken place. SNT have conducted an anonymous online survey requesting information for locations where weapons might be hidden. Intel based weapon sweeps will continue.	Planned of Days of Actions and other proactive work to be developed, including points below	local SNT record of weapon sweep	
	3	Knife Bins and Knife Amnesties	Clear promotion twice a year of knife bin locations to enable voluntary donations of knives and weapons - to increase the reduction of weapons on the streets.	MPS	MPS	Sep-20	Mar-21	Community Safety	August 2020: Knife amnesties tend to be MPS wide initiatives run periodically, however we will seek to devise a local campaign using key intelligence of where knives and other weapons are being left / abandoned / hidden.  Mar 2021: Home office weapon surrender scheme ran from 10 Dec 2020 to 9th Mar 2021. Wembley Police Station was one of the designated police station for this scheme.	Completed - ongoing core delivery and priority remains with policing Op Spectre. A campaign is being developed to run in Brent over the summer, preparations are being put in place. This will incude a local drive to surrender knives.	Community Safety Comms plan,	
	4	Physical improvements of localities to design out opportunities to store weapons	High risk areas are identified and targeted in communities, to reduce opportunities for weapons to be stored in covert locations. Planning applications for designing out crime to be considered in new builds.	Community Safety / MPS	Community Safety	Aug-20	Jul-21	Local authority Regeneration, housing , MPS	The BCST analyst is also conducting a data exercise to map vulnerable locations where weapons have been reported as stored, for wider engagement with other appropriate stakeholders.  The Police are working with the planning department to ensure crime is designed-out in new builds through the use of CCTV, lighting and gating. Since Sept 2020 further design our crime recommendations have been made St Laurence Close, Brondesbury Park Open Space, Kempe/ Keslake Road alleyway, Mapes House and Alan Preece Court covering large parts of social housing stock south of the borough.	OngoingThe SNB have asked for a meeting with planning, police and the community safety team to understand the policy and process regarding the role of DOC and Planning. This is being planned.	Community Safety and ASB quarterly meeting minutes. Planning applications, licensing reviews	
Ref		Actions										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
	1	Schools to include knife crime and youth violence within their safeguarding plans as per Safeguarding children and young people in education from knife crime (2019) Ofsted guidance	School policy is reflected into the practice and increased safety of students. 100% of Brent schools have incorporated knife crime and youth violence into their safeguarding plans	CYP	CYP	Jun-20	n/a	Schools, PRU, Alternative provision, community safety, SBP, Health and Wellbeing Board, LCSB, LSAB	All schools have been in the process of updating their safeguarding policies by September 2021 to meet the national guidance. Schools are required to update their safeguarding policies at least once a year and when there are changes to legislation. We will audit dip sample annual a selection of schools to ensure it is present.	Completed - ongoing work with schools to continue to provide additional oversight and support	School websites, Ofsted reports,	
	2	Due care and attention to corporate parenting principles, and ensure support to children in care and care leavers, through diversion and preventative work that is bespoke to the risk of them becoming involved in serious violence	10% reduction of young people who are in care/care leavers who re-offend.	CYP / YOS	CYP	Sep-20	Sep-21	MPS, Local authority, Housing,	Further intervention based work to be undertaken to divert and deter offending and evidence a reduction. The current cohort have many complex needs, barriers to engagement, entrenched behaviours and little motivation to change.  This work is on-going between YOS and Children Social Care.  Close working relationships between YOS and Care Planning to ensure support for children who are in care. There are a number of panels and meetings which take place to monitor these children; they are  Entry to Care Panel YOS Risk Safety and Wellbeing Multi-agency forum Resettlement and Aftercare Panel The YOS to Probation Tranistions Panel. The NEET Working group has a focus on all children who are in years 11, 12 and 13 who are not in education or training.	Resume the LAC and YOS managers meeting to review the cases and share information on those cases that are not discussed at panels.	Social Care submit a statutory return based on YOS Convictions data	

3	Universal and targeted evidence-based programmes delivered across schools, including as part of PSHE offer (new SRE curriculum from September 2020), based on local safeguarding issues and trends, with mechanisms in place for partners within borough and across London to support schools to assess quality and impact	100% of secondary schools have an evidenced-based SRE curriculum in place and can access further learning opportunities for its students to raise awareness of their personal safety.	CYP	CYP	Oct-20	May-21	Schools, Colleges, Local Authority	All schools have been consulting with parents on their RSE curriculum. In autumn 2019, the LA in consultation with a working group of head teachers developed a framework for RSE to support schools in planning for their curriculum delivery. The framework highlighted the importance of RSE in the safeguarding of children and young people. Because of the pandemic, the DfE has extended the planning time for schools to the end of the spring term 2021 for introduction in the summer term 2021. Most Brent schools decided to make use of this extended period and will be introducing their revised RSE curriculum from April 2021.	Some schools introduced their RSE curriculum in the autumn and most others have delayed to summer 2021 following the change in national policy guidance because of the pandemic. Between January 2021 and March 2021 most pupils were educated remotely because of the national lockdown. Schools had to rethink their delivery of the curriculum and decided not to cover some sensitive areas that sometimes require additional on-to-one follow-up support that could not be delivered remotely, e.g. some aspects of the RSE curriculum.	A Brent framework for Relationships Education (RE) and Relationships and Sex Education (RSE)	
4	Support work to promote healthy relationships to help address gender based violence in schools	Young people engage in positive and healthy relationships and understand what gender based violence is.	CYP / Community Safety	CYP	Sep-20	May-21	Local authority, Community and Voluntary sectors, Health, IAG Education and Youth Leads	All schools have been consulting with parents on their RSE curriculum. In autumn 2019, the LA in consultation with a working group of head teachers developed a framework for RSE to support schools in planning for their curriculum delivery. The framework highlighted the importance of RSE in the safeguarding of children and young people. Because of the pandemic, the DfE has extended the planning time for schools to the end of the spring term 2021 for introduction in the summer term 2021. Most Brent schools decided to make use of this extended period and will be introducing their revised RSE curriculum from April 2021.  Consultation surgeries are available, MASH well established, clear step up and step down processes with management oversight. Recommendations from the Brent Safeguarding Forum are actioned by the partnership.  Sexual health clinics are now online and also offering advice.	Some schools introduced their RSE curriculum in the autumn and most others have delayed to summer 2021 following the change in national policy guidance because of the pandemic. Between January 2021 and March 2021 most pupils were educated remotely because of the national lockdown. Schools had to rethink their delivery of the curriculum and decided not to cover some sensitive areas that sometimes require additional on-to-one follow-up support that could not be delivered remotely, e.g. some aspects of the RSE curriculum.	A Brent framework for Relationships Education (RE) and Relationships and Sex Education (RSE)	
5	Universal Knife Crime/Violence awareness programmes across all education establishments to be mapped to avoid duplication and identify establishments with no or limited provision, to support signposting to providers and commissioning. This could include reference to the VRU Diversion Directory.	All young people in selected schools are provided with the opportunity to engage with an awareness programme to increase their understanding around the impact of knife crime and serious youth violence.	Community Safety/Ask Sukhy	Community Safety	Sep-20	Oct-21	MPS, CYP	The Armarni workshops are belong delivered across several schools and free sessions are available to more schools. Staff training is also available.  March 2021: The Virtual Reality program focuses on the impact of knife crime from not only the perspective of the perpetrator but those impacted by the actions of the perpetrator. The program is now in a position to be launched and will firstly be delivered within the Pupil Referral Units (PRU's), ensuring all young people are linked in with support agencies should they require it. Following this, the program will be expanded to all schools, particularly targeting schools in hotspot locations.  CYP will deliver the planned information campaign around contextual safeguarding including knife crime awareness and prevention.	Undertake annual audits Update - Middlesex University are supporting the evaluation of the Virtual Reality Programme and will provide findings in early 2022.	Contract and SLA  CMT paper on contextual safeguarding	
6	MPS new Youth Problem Solvers (PCs) in every Borough, to support a preventative approach to violence reduction, increase intelligence sharing and tension monitoring in conjunction with safer schools officers	The Youth Problem Solvers from NW-BCU is integrated within communities and support officers to increase engagement and improve intelligence.	MPS	MPS	Jun-20	Feb-21	Community Safety, CYP	August 2020: A YPS was recruited in February 2020 and has been working closely with the Youth Engagement Team, Schools Inspector, and the council's Violence and Vulnerability Co-ordinator to identify areas of improvement and create better relationships with police departments, the local authority and 3rd party organisations.  Mar 2021: This work continues. There is now a dedicated officer who is a Youth Problem Solver	Completed - The post is working effectively through the EVVP	Youth Problem Solver handbook	
7	Supporting the transition from Primary to Secondary School, through programmes that introduce year 6 pupils to their new school and provide mentoring and pastoral support (e.g. Stepping Stones)	All vulnerable children known to children social care are identified and receive transition support.	CYP/ School	CYP	Sep-20	Jul-21	Local authority, Schools, PRUS, Colleges, Voluntary and Community Sector, YBF	March 2021 - Local schools lead in coordinating support packages to ensure effective transition into secondary school for vulnerable pupils. Additional focus and support is provided for looked after children and children open to Social care on a CP/CIN plan  Project Horizon is currently exploring new ways of supporting the transition from primary.	This will be included in the Project Horizon Action Plan due June 2021	School safeguarding monitoring reports	

<div> <div>SAFEGUARDING AND EDUCATING YOUNG PEOPLE</div> <div>Recognising the importance of prevention and working alongside places of education</div> </div> <div>Page 106</div>	8	Structural issues which contribute to disproportionalities within violence, service access and school exclusions are understood by the partnership, and clear action to address are outlined within key strategic departments and multi-agency plans, as well as public sector equality planning.	Case file review and audits identify gaps in provision. This analysis then enables the facilitation and development of links with organisations including health, debt advice, advocacy, and counselling support to aid equality. Staff are trained to work holistically and informed by trauma approaches.	CYP	CYP	Jul-20	Apr-21	Local authority, Community and Voluntary sectors, MPS, YOS, Strategy and Partnership	<p>A disproportionality working group has been running by YOS practitioners and managers.</p> <p>Disproportionality data is presented quarterly to the YOS Management Board and in Feb 21 the Board has organised a specific workshop on this issue and an action plan will emerge from the findings.</p> <p>13th July 2020 - Brent Full Council approved the 10 point Brent Black Community Action Plan.</p> <p>CYP continues to work closely with schools to reduce and close the attainment gaps for boys of Black Caribbean heritage further at the end of Key Stage 4.</p> <p>Early Help have established a Youth Justice Board funded BAME COVID-19 Pathfinder. Since October 2020, this preventative programme has supported young BAME people who have had adverse childhood experiences and are at risk of entering the youth justice system or other higher level services due to the impact of the pandemic by supporting BAME young people to re-engage or engage with education, supporting their emotional wellbeing, empowering young people to offer feedback on the services they have used and providing young people with access to a range of positive activities.</p>	Completed - Ongoing case reviews and audits, feeding into development. The BAME COVID-19 Pathfinder is grant funded until March 2023 and is governed by an Executive Steering Group. Findings from a local evaluation of project implementation will be published in April 2021. The SBP has an agenda item on Disproportionality at the May 2021 meeting to look at the overall landscape of partners in Brent.	YOS Case file audit, Annual Youth Justice Plan Brent Black Community Action Plan, Pathfinder Grant Agreement YJB and LB Brent October 2020	
	9	Bespoke support for students in PRU's/AP, including mentoring and transition back into mainstream education or on to further education, training, employment. Demonstrable partnership work to minimise school exclusions (and managed moves in place of exclusions), create inclusive settings and support young people back into education, employment and training, with schools and academies exclusions policy reflecting the practice set out in DfE statutory guidance	Facilitate bespoke programmes coordinated by Early Help, partners, YBF and its members within a PRU / AP through positive caseworker/mentor relationships as a way of achieving improved inclusion.	CYP	CYP	Jun-20	Sep-21	Local authority, Schools, PRUS, Colleges, Voluntary and Community Sector	<p>AP/PRU staff work with numerous statutory community and voluntary agencies to deliver a range of supportive packages to students. When an excluded student is assigned a place in AP/PR, consultations with the parent school and other agencies involved take place to consider vulnerabilities exacerbated by placement. An inclusion support referrals panel works with other agencies e.g. Early Help WEST and Learning Zone to reduce exclusions, challenging decisions where appropriate, using DfE guidance and offering support to schools via advisory teachers, behaviour mentors etc. There is also a comprehensive training offer for schools.</p> <p>An Early Help Family Support Worker (FSW) offers whole-family interventions including bespoke parenting support within the PRU. The FSW also works with younger siblings to prevent them from falling into a similar pattern of behaviour which would have led to the exclusion of the older sibling, thereby breaking intergenerational cycle of exclusion.</p>	Ongoing	YBF Qtrly reporting Inclusion team service offer Exclusion patrol Schools Forum AP Forum	
	10	Support key transition stages in a young person life that can increase their vulnerability (changing schools, returning to education from young offenders institution; leaving care)	Bespoke transition planning for each vulnerable child enables clear holistic planning, assessment of risk and needs to be identified and reduced.	CYP	CYP	Jun-20	Jul-21	CAMHS, CCG, Local authority, MPS, Schools, WDP, Voluntary and Community Sectors	<p>Children's social care ensures - through CIN and CP planning that all points of key transition are identified and support is offered.</p> <p>Inclusion support work with students around phase transitions, especially those with existing vulnerabilities. Work is also done with schools, parents and other agencies to support students experiencing other transitions. Schools can refer to the Inclusion Support Panel to request support for anyone struggling with transitions. Young people transitioning from YOS to adult provision are identified at the age of 16 years and 6 months and planning meetings with NPS are held monthly.</p> <p>The NPS is committed preventing serious youth violence and the progression to adult offending by supporting effective transition processes from youth to adult. We have allocated 1 FTE Seconded Probation Officer to this.</p> <p>CAMHS assessments take place if a need is identified by a GP.</p> <p>CYP is supporting the Children's Trust in developing best practice in transitional safeguarding for children transitioning to adulthood, particularly with concerns around exploitation.</p>	under review following the substantial move to online learning	Inclusion support panel minutes  NPS National Partnership Framework for England YOS 16th January 2020  CMT paper on contextual safeguarding	
	11	Work with parents and carers, especially those deemed to be vulnerable, to effectively engage young people in diversionary activities and education and prevent harm.	Ensuring robust exit arrangements are in place where cases are closed and if required providing access to mentors after the life of a programme or project for ongoing support. Families are connected into locally available universal provision via FWC.	CYP	CYP	Aug-20	Jul-21	Community Safety, AIR Network, St Giles Trust, YBF, Schools, PRU, Colleges, YOS, WDP Elev8	<p>EVVP continues to monitor cases of concern, Community Safety interventions are delivering ongoing support and response to client and community needs including following serious incident. Existing work with families continues to be delivered effectively and as Family Wellbeing Centres.</p> <p>CCG and health partners are working with Parents and Carer's Forum and CEMP to raise awareness amongst parents and professionals</p> <p>Over the next six months we will lead a review of the impact of the range of services supporting vulnerable adolescents to ensure that a sufficient range of provision is available for young people at risk of exploitation and to evidence the</p>	VPP interventions remain delivering targeted support and responding to local need. Brent Council are currently reviewing its Transitional Safeguarding approach internally, due to be completed May 2021.	Case closure recordings  CMT paper on contextual safeguarding	

Page 107	12	Clear offer of support for parents of children at risk of exclusion or who have been excluded. Including monitor exclusions data through local education arrangements and local authority, alongside partners, with clear processes and evidence of challenge where data or practice indicate exclusions do not align with statutory guidance.	Facilitating the successful re-entry into school or further education (as rapidly as possible, following exclusion) and into the community (following involvement with the youth justice system if mainstream school is not appropriate or lack of availability of school places), through positive caseworker/mentor relationships as a way of achieving our overall aim of better inclusion. With over 80% of young people remaining in education	CYP	CYP			Local authority, Community and Voluntary sectors	Inclusion Service offer support to parents of those at risk of exclusion and have a family solutions officer to support parents. When an exclusion occurs the team guide parents through the process and works with parents to support access to alternative school placement or AP/PRU.  Inclusion support service work closely with schools engaging with all partners to prevent exclusions, challenging where appropriate with exclusions and registration guidance. Where exclusions occur, working on reintegration plans prioritising those with additional vulnerabilities e.g. those known to youth justice system.  Mentors, support workers and family workers can support reintegration. Regular monitoring via the multi agency vulnerable pupils panel to ensure there is no drift.	Completed - established processes and procedures in place	Access and inclusion panel minutes Terms of reference for VPP Minutes of VPP meetings Exclusion Report	
	13	Recognising the key role of parents and carers, and the extensive evidence on benefits of parental support and education, clear socio-education offer on local risks and themes relating to youth violence (in particular, grooming, exploitation and healthy relationships) as part of an effective prevention offer for young people	Increased parental and carer engagement as positive influencing and safeguarding factors, linking into Community Engagement Advisers to provide feedback from experience to tailor services	CYP / Community	CYP			Local authority, Community and Voluntary sectors, MPS, YOS, Health	The newly developed Contextual Safeguarding Forum will retain an overview of key themes and trends relating to youth violence.  Two Early Help Family Support Workers offer bespoke parenting support within the YOS. Specialist drug and alcohols support is offered to families of young people known to the YOS for drug offences or alcohol and substance misuse from the charity Brent EACH. All YOS families are given self assessments to complete and are invited to participate in written consultations on service effectiveness. This will also include specialist referral where needed through WDP New Beginnings.	Ongoing - Community Safety supporting national campaigns encouraging families to report serious incident. Also addition work underway from community safety to seek parent engagement and feedback. Further engagement work underway to improve community relationships with police.	YOS family self assessment	
	14	Equalities impact of programmes implemented are assessed and considered to ensure diverse needs of young people, families and communities are responded to contextually, with potential negative impact fully understood.	A comprehensive end of project report is compiled for all commissioned work undertaken by delivery partners and presented to the relevant boards for scrutiny and learning. Future commissioned works can apply the relevant lessons learnt.	CYP	CYP			Local authority, Community and Voluntary sectors	With all commissioned interventions, EIA is reviewed and assessed before selecting preferred providers. Access to mentors is provided after the life of a programme or project for ongoing support. Specific contextual Safeguarding lead for the te council is in post and works closely with all partners and comissioned services. March 2021 - Additional extension of Projects for a further year	Completed - resources aligned to support a contextual approach to safeguarding in children and young people services	procurement process, VVP, EVVP meeting	
	15	A clear partnership response to identifying, assessing and responding to extra-familial harm is documented within a safeguarding partnership strategy; tools to effectively deliver the strategy are available to practitioners and professionals as recommended by Ofsted.	Access to tools to enable partners feel confident in their practice and approach to effectively tackle serious youth violence through increased referrals and early identification	Community Safety / CYP - Sonia	Community Safety			Local authority, Community and Voluntary sectors, MPS, YOS	The review of the Safer Brent Strategy will further highlight local steps being taken. Access for staff is available through professional consultation, training and case referral.  YOS are involved in conducting safety mapping and peer mapping with those children who are impacted by peer group offending and violence.	Ongoing - EVVP as a multi agency forum also offers learning and information sharing of new projects in the borough. VVP projects are funded to ensure serious youth violence is responded to and actions taken.	Safer Brent Community Safety Strategy, Partnership work was commended during the HMIP Inspection of Youth Justice Services in Brent December 2019	
	16	Local safeguarding partnerships coordinate efforts to ensure local Early Help processes and referral pathways, and everyone's role within them, are clear and easily accessible to parents/carers, schools, PRUs and college staff.	Clear and established processes for promotion of how to raise/ report concerns. Accessible information and training is available to all, which easily can be applied to practice. With improved quality of referrals	CYP/ Safeguarding	CYP			Local authority, Schools, PRUS, Colleges, BSCF,	Consultation surgeries available, MASH well established (including with a health practitioner), clear step up and step down processes with management oversight.  Recommendations from the Brent Children Safeguarding Forum (BSCF) are actioned by the partnership.	Completed - rolling Safegurading training is available and promoted	Case escalation process, quality audit reviews	
Ref		Actions										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
	1	Community Tensions Monitoring - Assessment by MPS to be supported and informed by CSP partners so it is based on multi-agency data	Earlier identification of potential increases in community tension to enable proactive partnership response to reduce the escalation of risk and harm.	MPS	MPS	Jun-20	n/a	Safer Brent Partnership members	Daily briefings are provided to the Community Safety team from police. Any potential community concerns are raised at this point of entry. This process was reviewed 6 months after implementation by the NWBCU March 2021. Police now provide a monthly gangs intel sheet	Completed - core delivery and practice post serious incident has been established	Community Impact Assessments,	
	2	Facilitate community involvement in Stop & Search - including the monitoring of S60 by community representatives and including a standing agenda item at Safer Neighbourhood Boards	Increased awareness across communities and risks reviewed at local SNB and IAG.	Safer Neighbourhood board / IAG/ MPS	MPS	Jul-20	n/a	Brent Community Safety, Safer Neighbourhood Board, IAG	July 2020: The IAG community representatives, councillors and relevant partners are all consulted before the introduction of a section 60. Police have ongoing liaison with the agencies (Brent Community Safety, Safer Neighbourhood Board).  SNB meetings receive a report from the stop and search monitoring group and follow up with police the issues it raises.  These are part of the Stop & Search reviews conducted by the IAG. Local authority is also in attendance.	Completed - This is an ongoing agenda item on the SNB	section 60 requests and feedback Minutes of the IAG. SNB minutes	
	3	Map key communities and leaders, review six monthly	To enable improved access for proactive communication to groups.	Strategy and Partnership	Strategy and Partnership	Jul-20	Jan-21	Safer Brent Partnership members	April 2019: The Strategy and Partnerships team have produced a list of key community engagement groups and organisations who actively try to tackle crime in Brent Onoing - work will continue as part of the project with Young Brent Foundation as part of the wider offering of youth provision as part of this mapping exercise as part of action 13 of 'protecting and educating young people'.	Completed - review 6 monthly	Stronger Communities Strategy	



WORKING WITH COMMUNITIES AND NEIGHBOURHOODS TO REDUCE VIOLENCE	4	Consider applying to the VRU critical incident fund, for a small one off funding grant to directly support communities in the aftermath of a serious incident of violence	Communities receive vital support after serious incidents to enable safeguards to be offered and reassurance to strengthen community resilience. For all serious incidents a claim is submitted	Community Safety	Community Safety	Jul-20	n/a	Safer Brent Partnership members	Applications to the VRU Critical Incident Fund are made following a critical incident within the borough. To date, Brent has been successful with 7 applications with funds being utilised to assist with providing out of hours on street support, supporting with community reassurance alongside police teams to manage community tensions, an in-depth analysis/mapping of violent crime trends in the area, including a more in-depth analysis around the identifiable cohort in the area, their wider family networks and how we can triage onto early intervention programmes.	Completed - As part of our critical protocol this will be considered or following a serious incident	Claims submitted to VRU	
	5	Consider use of the Business Community Safety Toolkit, to support sharing of good practice between businesses in preparing for or responding to an incident of violence <a href="https://www.london.gov.uk/sites/default/files/business_community_safety_toolkit_b.pdf">https://www.london.gov.uk/sites/default/files/business_community_safety_toolkit_b.pdf</a>	Increased awareness of the toolkit throughout the business community and sign up to the local OWL (Online Watch Link) business version and local business newsletters	Community Safety	Community Safety	Sep-20	Sep-21	Employment, skills and enterprise	Business OWL has been launched locally to enable business to be aware of local incidents which may impact them.  An internal newsletter that promotes information directly to businesses is already available, well established and widely accessed.	An engagement plan is being drafted to role this out and raise awareness with businesses through the Town Centre Managers and other networks. This has been delayed due to COVID pressures.	OWL registration figures	
	6	Implement hyper-local neighbourhood initiatives to support community cohesion in areas at high risk of violence. Co-produce with the community, projects within the neighbourhood designed to improve communication with and trust in statutory services, support for young people through mentoring, training and positive activities, enhance the physical layout and take opportunities to design out crime	Neighbourhood initiatives are implemented to improve community well being, resilience and safeguards through active participation and community engagement.	Community Safety	Community Safety	Aug-20	Jul-21	Local Authority, Strategy and Partnership, RHA, YBF, St Giles, AIR, WDP, Safer Neighbourhood Board, Young Brent Foundation	Recruitment of a Community Engagement Officer to lead and develop this work with a clear focus on Community Safety has commenced aim to complete in timescale listed.  Initial delivery of community outreach sessions. Summer outreach intervention workers delivered sessions during the summer alongside residential housing associations.  March 2021: The Young Londoners Fund project is up and running reaching young people with complex needs, at risk of poor outcomes. They are in receipt of intensive Family Support, mental health support if required and mentoring. The Detached and Outreach project is scheduled to commence imminently. Young people who have engaged are reporting positive experiences; the evaluation of year 1 is scheduled for March 2021, which includes feedback from young people.  The Horizons project, targeting serious violence in the NW10 area from a public health approach, has begun. The initial project plan is being drafted in partnership with MPS. As part of the Early Help BAME COVID-19 Pathfinder, a Youth Panel has been created to support young people to voice their views about the impact of COVID-19 and identify and plan community cohesion interventions. Mentoring support is provided by the Young Brent Foundation and emotional wellbeing support is offered by EACH Brent Counselling	Project Horizons will provide an opportunity to test different approaches within the NW10 area.	Activity reports, Community Safety Strategy Action plan BAME COVID-19 Pathfinder Action Plan	
	7	Promote Fearless as a crime information source and option for providing information about violence anonymously <a href="https://www.fearless.org/en">https://www.fearless.org/en</a>	NW BCU appeals will include Fearless contact details for young people to report, stressing anonymity	MPS	MPS	Sep-20	Jul-21	Local Authority	When working with young people, we promote Fearless. Fearless is a part of Crimestoppers that is provided specifically for young people.  Promoted in Safer Neighbourhood crime reporting flyer.  Mar 2021: This work is continuing and will form part of the knife campaign planned for the summer of 2021	To form part of the summer knife amnesty and wider local campaign. To progress with MPS. Community Safety continue to promote 'Hard Calls save lives' campaign	local campaigns post incidents	
	8	Develop a communications plan which engages communities in the programme, and supports a reduction in fear of crime through providing honest and positive messages about achievements and reduces risk of stigma and discrimination	An overarching communication plan is designed, which highlights approaches to reduce the fear of violence and crime. It is adopted and delivered	LA comms / SNB	LA comms	Aug-20	Jul-21	SBP partners, IAG	With the availability and promotion of the neighbourhood Online Watch Link (OWL), this is providing an additional platform to circulate key information directly to community members.  Further consultation work with the community will begin with the development of the Safer Brent Community Safety Strategy. A Community Leaders Advisory board is being developed while the Lead Member for Community Safety will also drive forward consultation with ward councillors to share key information, to support in reassuring and involving the community.  There is also focus on shared national campaigns - such as 'Hard calls, save lives' which we are promoting The IAG have also developed a draft plan for communicating information with the community.	A review of OWL and its use by partners has been delayed, and will commence in the Autumn 2022. An engagement Plan is currently being drafted to work with communities. The Engagement Officer due to be in place in the summer of 2021 will lead on this. Community Safety continue to promote 'Hard Calls save lives' campaign and working alongside initiatives to support community feedback and engagement.	Communication plan	
	9	Involve young people within local violence prevention work, through both established forums such as youth councils/parliaments, youth Independent Advisory Groups and informal grassroots pathways including through social media platforms	100% of Young people within these groups have had an opportunity to be involved in putting forward their views and shaping violence prevention and safeguarding.	CYP /SNB /IAG	CYP	Aug-20	Sep-21	SNB / IAG / Local Authority	A youth independent advisory group is being set up in September with its first meeting in October 2020; violence prevention will be a key focus. 3-17 and 18-25 YIAGs had their first meetings with senior police on 4 February 2021. The SNB is working with community safety and YBF to involve young people who have turned away from violence in ward panels. Brent Youth Parliament's priority this year is tackling knife crime.  The VCPB will host an event that sees youth and youth parliament reps. having a dialogue.  Young people attend the LAC partnership board meetings. Brent has an active youth participation group and youth council board The YBF and Housing Providers were successful in their bid for the VRU 'My Ends' Programme which will work in 3 areas in Brent and engage with the community to make positive change.	Ongoing developments and newly funded projects, feeding into youth voice and service redesign. Community Safety will also be undertaking YP and service user feedback in the redesign of services specification.	SNB minutes, Communication strategy	
Ref		Actions										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status

<div> <div>SUPPORTING VICTIMS OF VIOLENCE AND VULNERABILITY</div> <div>Ensuring co-ordinated referral and support to victims and those who are vulnerable</div> </div> <div>Page 109</div>	1	To have a multi-agency assessment and referral process through a Multi-Agency Safeguarding Hub or Concern Hub, with full partner sign-off of terms of reference and operating model.	Victims and those requiring support receive appropriate help to enable the identified risk to be reduced. Over 90% of CMARAC cases show a reduction in risk at the point of case closure. All of referred cases to the MASH and Adult Safeguarding Hub are reviewed and safeguards created within 24 hours.	Community Safety /CYP/ Adult Safeguarding	Community Safety	Jul-20	n/a	SBP partners, CYP, Adult Social Care	The Community Multi Agency Risk Assessment Conference (CMARAC) is widely utilised to refer victims and vulnerable people to receive a multi agency support to increase safeguards and reduce vulnerability.  Childrens and Young People MASH and Adults Safeguarding Hub are well publicised, with embedded referral routes and recieve referrals	Completed - continued promotion with performance reporting	MASH terms of reference, referral pathway and process document. CMARAC terms of reference, procedures, training materials	
	2	Local safeguarding partners to ensure all young victims of violence and those vulnerable to exploitation, are referred to appropriate packages of support across both statutory and voluntary provision. This could include to the London Victim and Witnesses Service which supports victims and witnesses of crime in London to cope and recover from their experiences.	Victims feel supported and able to re-engage back into school and community activities as part of recovery.	BCSF/CYP / CAMHS	CYP	Aug-20	n/a	Victim Support, CAMHS, Rescue and Response, Health	WDP Elev8 has now been established and launched on Instagram. The service has a co-located worker in the YOS who will be able to refer into the Elev8 service and promote joint working with other key partner agencies The Pan London Rescue And Response Service has well established links within Brent, ensuring key intel and vulnerable young people at risk of county lines are receiving extra support. Health Partners have available additional support through CAMHS and other mental health support programmes to support post trauma recovery. The EVVP has a strong representation of partners including witness and	Completed - Annual review to take place of process in December 2021	Qtrly reports, Community Safety Annual plan	
	3	Young victims of violence to have a trauma informed needs assessment, with referral to CAHMS where the assessment determines that to be appropriate	Victims feel supported and able to re-engage back into school and community activities through a simple referral pathway as part of a recovery model and impact of Trauma is reduced.	Public Health	Public Health	Jul-20	n/a	Public Health, Health, CYP, Victim Support, CAMHS, WDP Elev8	WDP Elev8 has now been established and launched on INSTAGRAM. The service has a co-located worker in the YOS who will be able to refer into the Elev8 service and promote joint working with other key partner agencies. The YOS have a co-located CAMHS worker who provides direct support to young people and all staff are trauma informed trained. Trauma training has been offered to schools and voluntary and community sector organisations as part of the BAME COVID-19 Pathfinder. Two sessions will be delivered in March 2021	Completed - Annual review to take place of process in December 2021	Annual YOS Plan, qtrly performance reports, CAMHS case referral numbers. BAME COVID-19 Pathfinder Executive Steering Group	
	4	London Trauma and A&E centres to provide safeguarding information to local partnerships through an agreed referral mechanism and hence maximise opportunities for "teachable moments" and rapid service referral/support	Increased confidence in victims seeking support and reporting crimes with improved data.	Public Health / Community Safety	Public Health / Community Safety	Jul-20	Dec-20	Redthread and St Giles Trust - Northwick Park Hospital, Community Safety, London Ambulance Service, WDP,	St Giles Trust - provide an Embedded Youth Violence Hospital Worker to be based within Northwick Park hospital to improve the identification of and reduce vulnerability of, young victims of violence, ensuring they receive the right support at the right time with the aim of disrupting the cycle of violence and reducing further victimisation or exploitation.  Meetings will continue with Redthread located at our Major Trauma centre St Marys.  Additional referrals to WDP New Beginnings will also be involved for direct access to mental health, drug and alcohol services.  St Giles Trust commenced service delivery in July 2020 and to date this project has seen a 40% increase in identification and engagement of young victims of violence who present at the hospital. 12 referrals have been engaged with and all have reported an increased motivation to change and improved mental health and well-being. For engagement with the service, consent is required and this is not always gained by the medical professionals in the absence of the mentors (the project does not provide 24/7 delivery). Furthermore, training programmes have been delivered to 102 medical staff with the view that this has increased awareness of service and knowledge of vulnerability and safeguarding issues in the Emergency Department and will additionally increase the referrals made to the St Giles mentors.	Completed - SGT Northwick Park has a quartley contract review to ensure it continues to meet targets. It has received positive feedback from the hospital.	Qtrly Reporting data from St Giles Trust,	
	5	Agree a common Youth Violence risk assessment and management framework. Consult and agree on a best practice based, borough wide, youth violence risk assessment and management framework. Having established a framework disseminate and embed in council and partner practices and processes through training and briefing.	Staff and partners are aware of how to refer clients to receive interventions to maximise opportunities to change negative behaviours and reduce risk and involvement in serious violence	CYP / Community Safety	CYP	Jun-20	n/a	Community safety, MPS	The Exploitation, Violence and Vulnerability meeting in Brent offers practitioners access to the VPP interventions and wider support packages for clients at risk of serious crime and violence and to prevent others through early identification and prevention.	Completed - well established referral process and intervention offer based within a framework of prevention.	Attendance at Team and key Partnership meetings - minutes record, training record	
	6	Provide front line staff within partner agencies with trauma and attachment training, in order to support practitioners working with young people to understand the 'Trauma Informed Approach'. This approach informs staff of how trauma in early life may affect current behaviour.	Frontline practitioner are equipped with the tools to ensure their engagement with young people is led through trauma informed approaches	CYP/ Public Health/CCG	Public Health/CCG	Sep-20	Mar-21	Community safety, CAMHS, St Giles, AIR, Health,	Trauma informed training delivered to all frontline practitioners. Further training to be planned to include refresher and newly recruited staff. Contextual Safeguarding Lead has also been assigned to ensure Children Social Care Cases receive direct oversight and advice.	Ongoing - with staff changes to ensure newly recruited staff have access.	Training records via the Learning and development team	
Ref		Actions										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status

1	Pre-court and post conviction violent crime offenders to be provided with bespoke community sentence interventions.	Reduced criminalisation of low level offenders, managed with support packages to increase their transition into positive outcomes and reducing the number of youth and adult reoffenders.	NPS / CRC /YOS	NPS / CRC	Jun-20	Apr-21	Brent Community Safety, Probation,/YOS/ WDP New Beginnings/ MPS	<p>All young people subject to court orders or police out of court disposals are managed in line with statutory guidance requiring support to be bespoke.</p> <p>At pre-sentence report stage all reports are subject to a rigorous quality assurance process and management oversight to ensure recommendations on the suitability of bespoke sentencing proposals to the court for those convicted of violent offences. Those children who are at risk of custody have an AROC (At Risk of Custody) meeting with the professional network.</p> <p>For prison releases, licence conditions are imposed to control, contain, manage and reduce the specific risks related to violent offending. A licence condition to include MOPAC GPS Buddy Tag curfew /location monitoring is currently mandatorily considered for offenders convicted of, or having a history of, knife possession/carrying. A condition to comply with requirements specified by the supervising officer for the purpose of ensuring they address their use of violence is also frequently used and involves a referral to the appropriate programme which, although currently delivered on a 1:1 basis, is being reviewed in line with the NPS Recovery plan.</p>	Completed - NPS Interventions include RESOLVE which addresses the use of violence/aggression within the context of an offence. As per Post COVID Recovery plan NPS has started to offer Face to Face group programmes on a limited basis. Sessions continue to be delivered by telephone on a 1:1 basis	National Standards governing Youth Justice, YOS interventions were rated good during the HMIP Inspection of Youth Justice Services in Brent December 2019	
2	Young offenders to have RO/YRO conditions/requirements tailored to the nature of the violence offending and service provision available locally through the YOT.	Supervised, supported and enforced licensed conditions enable close monitoring and successful completion of orders with a reduction in re-offending.	CYP	CYP	Jul-20	Sep-21	Brent Community Safety	<p>An eight week weapons awareness course is mandatory for the all children who have committed a weapons related offence.</p> <p>under COVID 19 lockdown this programme has been delivered one to one and using an adapted version of the group programme. .</p> <p>YOS young people unable to attend group work or on court orders can access knife crime interventions including the Behind the Blade programme.</p> <p>YOS undertakes individual assessments and case management of young people subject to court orders / Out of Court Disposals (including Triage) . Individual sessions help young people to resolve conflicts without the use of violence / knives. Many offending behaviour sessions with young people focus upon consequential thinking – problem solving and decision making - and taking responsibility for actions. All of this is devilered working in a trauma informed way.</p>	Completed - YOS management board continue to deliver strategic and partnership oversight	YOS Case management Guidance, National Standards governing youth justice	
3	Use the MPS DIVERT programme to support referrals from police custody to local providers to support education, employment, training.	The programme aims to deliver intervention to low level / low harm offenders to help them divert from reoffending and criminalisation. Aims to achieve 25% of the cohort not reoffending after one year.	MPS	MPS	Jun-20	Sep-21	CYP, NPS, CRC, Community Safety	The Turning Point pilot program is successfully being delivered in Brent. As part of the supported exit strategy, clients can be referred to the VVP for additional support.	Ongoing - To request data on a regular basis to support wider workstreams and increase our understanding of the service in a more timley manner	Qrtly Turning Point figures.	
4	Provide local programme of appropriately tailored diversionary activities and use MPS BCU Local Responsible Officers for diversion to support this programme and effective referral pathways.	Reduction in overall reoffending rates and an increased offer of local activities to divert from criminality.	Community Safety / MPS	Community Safety / MPS	Jul-20	Jul-21	CYP, YOS, CRC, NPS, AIR Network, St Giles Trust, YBF	<p>YOS use the YJB reoffending toolkit and other resources to tackle reoffending and report progress to the YOS Management Board.</p> <p>The NPS Operational Lead, Gang and IOM SPOC's lead on identifying suitable cases for referrals into to the Violence and Vulnerability Programme and actively promote its use amongst Offender Managers.</p> <p>Diversionary activities are offered through the commissioned services such as St Giles Trust, AIR Network, YBF and WDP. Focus is placed on mentoring into positive activities including ETE, fitness and well-being and hobbies that reflect positive self-development. Through referrals into the Violence and Vulnerability Programme (VVP), 75% of the cohort have not re-offended since being added to the program. From September 2020 to date, the VVP has received 71 referrals into the programme.</p>	Completed - We continue to seek new approaches as ongoing activity to reduce reoffending rates. Project Horizon will look to enhance the current provision and add targteed diversionary work in the NW10 area.	YOS board minutes, VVP Delivery Board and panel minutes	



<p>Recognising that young people should be offered interventions which help them move away from criminality</p> <p>Page 111</p>	5	Work with the Voluntary Community Sector to develop and deliver a range of services that support young people and enhance the overall approach to tackling serious youth violence.	Increased opportunities and attendance within diversion and developmental activities. Seeking additional funding alongside the voluntary sector to increase local intervention to deter offending	YBF	YBF	Aug-20	Aug-21	Community Safety, CYP, SNB, public health	<p>YOS are working closely with YBF to increase diversionary opportunities for young people who have offended.</p> <p>The SNB Safer Through Activity Together project will provide diversion from gangs for 48 young people in Harlesden and Stonebridge, the two areas of highest gang activity and violence. Mentors will work with 8 young people in each of three primary schools in each area for 1 year.The project has continued during COVID in school and online.</p> <p>Early Help has secured the following projects: Young Londoners Fund provides funding to deliver detached &amp; outreach work, and mental health support, provided by YBF agencies to 10-18 years at risk of serious youth violence. (3 year project).</p> <p>Youth Endowment Fund 12 month project will provide virtual counselling, creative therapies and mentoring. Target audience - young people affected by COVID (emotional wellbeing/isolation/at risk of offending). Providers will be members of YBF.</p>	Completed - YBF has recently been successful securing funds from the VRU 'My Ends' Programme	Activity reports, YBF Annual report	
	6	Partnership support for Police applications for post-conviction Criminal Behaviour Orders (CBO's) for Habitual Knife Carriers (HKC's), in order to create better levers for change, by including positive requirements in sentences and orders to support the opportunity for change. CRC/NPS bespoke license conditions for violence offenders should include opportunities for training, employment, education and housing.	Seeking successful CBO's to create further defined prevention steps to reduce reoffending. Consistent monitoring will be undertaken to prevent breeches	MPS /CRC/NPS	MPS	Aug-20	n/a	Community Safety, Probation, CRC, YOS, ASB Team/ WDP New Beginnings	<p>YOS work in partnership with the police to ensure that CBO's are realistic and that monitoring of breaches are communicated. Any proposed CBO for a young person open to YOS requires a meeting to review conditons as well as having a proportionate and supportive response to the anti social behaviour and offending.</p> <p>MPS indicate that this is vital partnership work that will continue. Effective use of CBO will be sought to strengthen safeguards to victims and communities also to deter the offender from reoffending. Close monitoring of all conditions will be observed and any breeches escalated and dealt with through the NPS / CRC processes.</p> <p>NPS and MPS actively collaborate and share information in order to respond to breaches of CBO's Where appropriate Licence conditions duplicate the conditions of the CBO so that swift and prompt enforcement action is taken in order that serious risk of violence can be averted. MAPPA processes will be followed.</p> <p>Where proportionate, necessary and related to risk, licence conditions mandatorily include requirements to include opportunities for Education Employment and Training. Unable to mandate conditions to engagement with housing providers, however 'Duty to Refer' is undertaken for all those threatened with homeless or NFA upon release from prison.</p>	Ongoing -approach embedded within core delivery	NPS CRC Procedures, number of CBO applications	
	7	Prison visits undertaken on a regular basis for knife crime and high risk gang offenders who are approaching the end of their sentences. Completed jointly by partners where appropriate, in order to provide support for a positive transition from secured estate back into society.	Increased number of regular prisons visits either in person or by video link	NPS/ CRC	NPS/ CRC	Aug-20	Aug-21	Probation, Community Safety, YOS, Police, St Giles, Air Network/ WDP New Beginnings	<p>All prisons are currently in command mode (level 3). As visits are not taking place presently, video link is used when needed. London prisons also have teleconference facilities when cases need to be discussed in a multi agency manner. LCRC happy to coordinate calls (and later on, visits) with partners as and when appropriate. In the community, LCRC rolled out Safer Streets, an intervention aimed at service users charged with knife crime. Safer Streets was successfully rolled out across London in 2019. Every eligible service user was offered an opportunity to participate in the programme. It's a 12 week programme, which allowed us to deliver 4 cycles in Brent during 2019/2020. However, this year it has been necessary to temporarily suspend the delivery of Safer Streets in accordance with the government's social distancing restrictions.</p> <p>YOS undertake prison visits in line with statutory responsibilities. Joint visits with partners including NPS occur routinely. All cases are discussed at the Resettlement and Aftercare Panel which is multi-agency.</p> <p>Whilst F2F visits are currently suspended, NPS are able to coordinate and facilitate teleconference and video-links with partners as per pre-release resettlement processes.</p> <p>IAG reps available to support with information and community links to support transition.</p>	Ongoing - To be reviewed in Summer 2021	YOS Case management Guidance, National Standards governing youth justice	

**Rag Rating definition**

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

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

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



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# London Borough of Brent

## YOUTH JUSTICE PLAN 2020/21

## 1.0 Introduction

The Brent Youth Offending Service (YOS) is a multidisciplinary, multiagency service that works with children and young people aged 10-17 years and their families in relation to out of court disposals, court work, bail and remand, the assessment of young people who offend, the provision of court reports, the delivery of community interventions, and custody and resettlement. The YOS is based within the Children and Young People department and is managed by the Head of Early Help.

In addition to supporting young people who have offended to successfully complete court and police ordered youth justice disposals, the service offers non-statutory early interventions funded by MOPAC with staffing contributions from Early Help. Partner agencies and aligned services based within the YOS offer an increasingly diverse range of support delivered by Family Support Workers, Substance Misuse Counsellors, Careers Advisors, Mentors, and Mental Health Specialists. This growing focus on early interventions reflects the widespread recognition that it is better to identify and deal with problems early rather than respond when difficulties have become acute and demand more intensive services.

Brent's Children and Young People's department Practice Framework provides a foundation for how the YOS works with children, young people and their families and carers in Brent, and professionals work together including the learning and development offer for staff, and recruitment activity. A trauma informed approach is being added to the practice framework in 2020 in order to promote meaningful contact and trusting relationships, the removal of any unconscious bias and supporting interventions that influence and manage offending behaviours.

## 2.0 Governance and accountability

- 2.1 Governance of the YOS is the responsibility of the YOS Management Board which meets every quarter and is chaired by the Operational Director, Integration and Improved Outcomes. The Management Board is comprised of representatives of the agencies identified as having a duty to co-operate in the partnership. Members are of an appropriate level of seniority to meet the requirements of the Crime and Disorder Act 1998 and YJB guidance.
- 2.2 Membership includes representatives from the local authority, Education, Voluntary Sector, Police, National Probation Service, Health, Youth Justice Board, CRC and Willesden Magistrates Court.
- 2.3 The purpose of the Brent YOS Management Board is to provide strategic direction and support, and to ensure that planning is undertaken to deliver effective youth justice services that reduce re-offending, safeguard children and young people, are informed by an understanding of the type and level of risks to children and young people, and seek to ensure proportionality in disposals for all young people in Brent.

2.4 The HMIP Inspection of Youth Justice Services in Brent (Dec'19) found that:

- *The Brent YOS Management Board has robust governance arrangements and that the 'YOS partnership approach demonstrated strong leadership, high ambitions and aspirations for children, a focus on practice outcomes, and evolving systems to improve the work of the service.*
- *The Board has established key principles of YOS practice, focused on the trauma response model (Signs of Safety), family engagement, a partnership approach and the delivery of appropriate interventions. This includes services to strengthen parenting roles and services to siblings, to prevent them from entering the criminal justice system. These arrangements are underpinned by the well-established Brent Practice Framework.*
- *The Management Board uses a range of data to understand performance. These include key performance indicators and examination of case studies. Detailed analytical information provided by the Safer Brent Partnership enables the Board to understand trends, including early indications of a decrease in knife crime. Overall, Board members know how their service contributes to the work of the YOS and can judge if their service's contribution is effective. The Board Chair has a good understanding of YOS work. His role, as operational director of integration and improved outcomes, has contributed to effective joint work and service integration.*

### 3.0 Context

- 3.1 The Crime and Disorder Act 1998 requires each local authority in England and Wales to deliver youth justice services in line with a statutory framework that outlines YOS responsibilities in relation to out of court disposals, court work, bail and remand, the assessment of young people who offend, the provision of court reports, the delivery of community interventions, and custody and resettlement.
- 3.2 The Brent Youth Offending Service (YOS) has a legal responsibility to co-ordinate and deliver youth justice services, as defined by the Crime and Disorder Act 1998 Sections 38 and 39, within the London Borough of Brent.
- 3.3 The principal aims of the service are to:
- Reduce the likelihood of young people offending or re-offending.
  - Protect children and young people.
  - Protect members of the public.
  - Ensure that sentences are served.
- 3.4 The YOS also focuses on achieving three Youth Justice Outcomes:
- Reduction in youth re-offending.
  - Reduction in the numbers of first-time entrants to the justice system.
  - Reduction in the use of youth custody.

3.5 A multi-agency Operational Group meets quarterly. It reports directly to the YOS Management Board.

#### **4.0 Achievements**

2019/20 was a successful year across the YOS partnership. This included the following highlights:

- 4.1 Overall good rating for the HMIP Inspection of Youth Offending Services in Brent (Report published December 2019)
- 4.2 Good ratings throughout the Youth Justice Board required self-assessment National Standard Review (strategic and operational elements) across the five Youth Justice National Standard themes: Out of Court Disposals, Court, Community, Secure Settings, and Transitions and Resettlement
- 4.3 Positive response to the Youth Justice Board review of policies within the National Standard review
- 4.4 Positive responses from service users - A Survey of 28 young people subject to court orders was used in Jan 2019 to gain feedback from service users to inform service development through consultation. Results included 89% of young people stating that the YOS had helped prevent them from further offending.
- 4.5 Maintaining a stable workforce of permanently employed staff.
- 4.6 A revised version of the Youth Offending Service Handbook for YOS staff members (March 2020)
- 4.7 The establishment of a restorative justice lead within Brent YOS to engage with more victims of crime and encourage the further development of restorative justice approaches
- 4.8 Maintaining a culture of learning within the YOS and a desire to improve case work practice with a more complex cohort. The YOS has been providing monthly practice development sessions since 2017.
- 4.9 Performance improvements. Long term decline in the number of first-time entrants to the Youth Justice System. Brent's rate per 100,000 young people's rate currently stands at 351 (October '18 – September '19) which is a significant fall from 532 in the period April 2014 to March 2015. This represents however a rise from the period January to December 2018 (285).

- 4.10 Despite increasing levels of serious youth violence and gang involvement, the number of young people sentenced to custody has reduced from a high of 54 in the period April 2013/14, to 14 in the latest period (April '19 – March '20).
- 4.11 Increasingly close alignment and co-ordination of joint work with other Children and Young People services including the Family Solutions Service, Looked after Children Team, Localities Service, and the Early Help Accelerated Support Team.
- 4.12 Brent YOS hosted a visit from the Secretary of State for Justice David Gauke in 2019. As well as meeting Brent's Chief Executive, Director of Children's Services and YOS representatives, the Minister observed a range of practice from local statutory and community services with young people and families.

## 5.0 Young People supported by the YOS

### 5.1 Brent Borough's Young People Profile (2020)

- 343,000 people live in Brent. It is the 6<sup>th</sup> largest Borough in London. (Src: GLA Population Projections)
- Brent is one of the most diverse local authority areas in the country with 78% of the total population from BAME backgrounds. (Src: ONS 2011 Census)
- Brent's estimated child population aged 0-17 years in 2020 is 80,000 with the 10-17 population projection of 32,100
- Brent's child population represents 23% (0-17) and 9% (10-17) of the total Brent population, and 9% (0-17 population) 4% (0-17 population) of the London child population.

### 5.2 GLA Population Projection for 2020

Aged 0-17	80,000	2,085,000
Aged 10-17	32,100	850,500
All Ages	343,000	9,203,300

- 5.3 In 2019/20 the YOS cohort consisted of 176 young people. This is less than 0.25% of the total child population.
- 5.4 Brent YOS 2019/20 case level data – source Youth Justice Board.

Brent YOS 2018/19 Case-level data															
Offences	Disposals					Offending population by ethnicity						Offending population by gender			
Total Offences	No. of Pre-court disposals	No. of First-tier disposals	No. of Community disposals	No. of Custody disposals	Total Disposals	White	Mixed	Asian	Black	Chinese or Other	Unknown	Female	Male	Unknown	Total
422	46	126	68	14	254	29 (16.5%)	12 (6.8%)	19 (10.8%)	97 (55.1%)	18 (10.2%)	1 (0.6%)	31 (17.6%)	145 (82.4%)	0 (0.0%)	176

- 5.5 In the year ending 2019/20 there were 294 Looked after Children (LAC) - reduced by 6 compared to the year ending 2018/19. Brent has a smaller LAC cohort than its statistical neighbours and less than the national average. At the end of 2019/20 Brent had a rate of 37.7 LAC per 10,000 children aged under 18-years. During the last three-years (2016/17-2018/19, on average 52% of care leavers were known to be in education, employment or training (EET).
- 5.6 Within an overall YOS caseload of 148 young people in April 2020, there were 25 LAC young people supervised by the YOS, compared to 24 LAC in January 2019, and 32 in June 2017). Overall, Brent LAC young people represented 18% of the total number of Brent YP supervised by the YOS:
- 68% were male (79% in January 2019).
  - 68% were aged 16 or 17 years (63% in January 2019).
  - 64% were of Black African or Black Caribbean Heritage (63% in January 2019)
  - 76% had committed a violent offence (46% in January 2019), 32% a drugs offence (58% in January 2019) and 24% committed a Robbery offence.
  - Fourteen looked after children, who had been in care for more than 12 months received a caution or conviction in 2018/19. Compared to twelve looked after children, who had been in care for more than 12 months received a caution or conviction in 2017/18. This is the most recent dataset published by DfE.



5.7 A snapshot of the YOS cohort in February 2020 showed that there were 145 young people known to the YOS for having received a court or police disposal or taking part in the Triage early intervention programme – this includes young people being care taken by Brent YOS and those placed out of borough.

- 53% were aged 16 or 17 years compared to 58% in February 2019 and 54% in February 2018
- 84% were male compared to 90% in February 2019 and 92% in February 2018
- 63% of young people from were a Black Caribbean or other Black Heritage Group compared to 60% in February 2019 and 53% in February 2018.
- 21%, inclusive of caretaking cases, were Looked After Children (LAC). Brent LAC make up 18% of the total LAC cohort supported by the YOS.
- 29% were NEET (young people aged 16-18) compared to 23% in February 2019 and 27% in February 2018.
- 8% of the caseload were recorded as having an EHCP or Statement of SEN compared to 7% of the caseload (192) in February 2019.
- Whilst the wards where children and young people live are spread across the Borough, there are larger concentrations of young people from Stonebridge, Harlesden, Kensal Green, Sudbury and Willesden Green.

## 5.8 KPI performance

### Reoffending

The binary rate of reoffending is the official measure of reoffending and the proportion of reoffenders who make up the total cohort. Brent's overall trend appears to be that of a rising reoffending rate. Brent's rate using the new three month cohort method remains volatile ranging significantly from a low of 41% (January – March '14) and a high of 62.2% (January '18 – March '18). Brent's Binary reoffending rate is currently 62.2% for the latest period (January '18 – March '18). This is higher than both the YOT family and the London average. Changing from a 12-month cohort to a three-month cohort results in a greater proportion of prolific offenders and higher reoffending rates.

Despite the high rate in the latest reporting period, when rates are measured, when using an annual average the rate is more encouraging. The latest available annual average for Brent is 49.1%, compared with 41.4% for London and 38.2% within the YOT family. The rate taken as an average is probably more reflective of the actual binary reoffending rate, demonstrated by the fact that Brent's annual average has not exceeded 51.1% in the past five reported years. The YOS is using the YJB reoffending toolkit in a range of operational and strategic settings to better understand and respond to repeat offending.

### First Time Entrants

Brent's long-term trend shows a decline in the number of FTE's. Brent's rate currently stands at 351 (October '18 – September '19). This is higher than that of its YOT family and the London rate. After remaining below its statistical neighbours' rate for nine reporting periods, Brent's FTE rate is currently marginally above the YOS Family rate. Both the London and YOS Family rates have risen in this period too

### Custody

Despite continued serious youth violence and gang involvement, the numbers sentenced to custody has reduced from a high of 54 in the period April 13-14 to 14 in the latest period. (April '19 – March '20).

Work to improve upon current performance relating to all three youth justice core outcomes is outlined within the Youth Justice Improvement Plan 2020/21. The plan has been produced to align with the actions arising from the HMIP Inspection and the findings of the National Standards Audit 2020.

## 6.0 Case complexity within the YOS cohort

- 6.1 Nationally, Youth Offending Service case numbers have dropped. The reduction in case numbers in recent years does mask the growing number of challenges that the youth justice cohort presents.
- 6.2 By considering a range of risk and vulnerability factors, the complexity of the active YOS caseload was assessed at the end of each of the last four years. Analysis shows that 66% of young people in 2019/20 were either high or very high complexity, compared to 59% in 2016/17.

Complexity	No. of cases				% of caseload			
	2016/17	2017/18	2018/19	2019/20	2016/17	2017/18	2018/19	2019/20
Low	27	5	20	13	24%	3%	14%	12%
Medium	25	29	30	25	23%	18%	22%	23%
High	40	72	51	45	36%	46%	37%	41%
Very High	19	52	37	27	17%	33%	27%	25%
Total	111	158	138	110	100%	100%	100%	100%

## 7.0 Recorded crime in Brent

- 7.1 Between the financial years of 2013/14 to 2018/19 the total number of notifiable offences in Brent rose from 24,488 to 30,946, a 26.37% increase. The financial year of 2019/20 saw a reduction to 30,059. The following data is based upon data provided by Community Safety and relates to year on year changes between 2018/19 and 2019/20. It relates to Brent as a whole and not just the CYP cohort.
- A decrease in violence against the person offences – a reduction of 1.84%. Brent has the 6<sup>th</sup> highest number of violence against the person offences in London.
  - A decrease in drugs offences – a 4.53% decrease. Brent has the 9<sup>th</sup> highest number of drugs offences in London.
  - A decrease in robbery offences – a reduction of 3.6%. Brent has the 12<sup>th</sup> highest number of robbery offences in London.
  - A decrease in serious youth violence offences\* – 17.92%. Brent has the 17<sup>th</sup> highest number of serious youth violence offences in London. Please note that the classification of a serious youth violence offence used here differs from that used by the Youth Justice Board in the toolkit data presented above. In this context serious youth violence offences are defined as any offence of Most Serious Violence or Weapon Enabled Crime where the victim is aged 1-19.
  - A decrease in knife crime offences – a reduction of 13.51%. Brent has the 10<sup>th</sup> highest number of knife crime offences in London.
  - A decrease in gun crime offences – a reduction of 18.45%. Brent has the 9<sup>th</sup> highest number of gun crime offences in London.
- 7.2 The most prolific types of youth crime in Brent are offences of violence against the person, drug possession and supply, robbery, and motoring offences (April 2019– March 2020). In recent years serious youth violence involving the use of knives, sometimes associated with gang related activity and its links with drugs and county lines in Brent has increased the amount of statutory provision the YOS delivers to young people. This is due to the scaled approach to youth justice which requires minimum levels in terms of contact and support to increase or decrease in line with assessed risk - higher risk cases receive a greater degree of case management and oversight.
- 7.3 The Youth Justice Board produces a quarterly Serious Youth Violence (SYV) Data Toolkit. The toolkit shows trends in SYV offences which are defined as any drug, robbery or violence against the person offence that has a gravity score of five or more. The latest version was published on 17/06/2020 and contains data up to March 2020. The toolkit contains unpublished data intended for internal performance monitoring purposes and has been marked as sensitive so cannot be shared.
- 7.4 Data in the toolkit broadly supports the Police data which shows that serious youth violence has improved compared to last year. The toolkit does however indicate that robbery offences have increased significantly since 2016/17. This is also echoed in the wider Police data.

## 8.0 HMIP Inspection

- 8.1 Brent Youth Offending Service was the subject of a 'single agency' HMIP Inspection during August 2019. The inspection process consisted of a review of existing data, documents and interviews with leaders, managers, staff and other stakeholders. A case review of 49 cases – Community Orders and Out of Court Disposals - and discussion with YOS staff was a key focus. Overall effectiveness was judged against the existing key outcome measures.
- 8.2 The Inspection framework Brent was measured against was introduced in June 2018 and involved an evaluation of services covering three principal domains:
- Organisational delivery, covering governance and leadership, staffing, partnerships & and information and services & facilities.
  - Court Disposals, covering assessment, planning, delivery and joint working.
  - Out of Court disposals covering the same areas as for Court disposals. These are disposals issued by the police and represent an increasing proportion of YOS work.
- 8.3 HMIP inspection ratings consist of four judgements: inadequate, requires improvement, good and outstanding.
- 8.4 The HMIP overall rating for Brent YOS was 'good'. The published report (December 2019) provided a summary of the inspection findings, its ratings across the three principal domains and a summary of learning points - particularly in the minority of judgement areas found to require improvement.
- 8.5 The Chief Inspector of Probation made the following comments in the foreword to the Brent Inspection Report,:
- "Brent YOS is a good, well-led service with a stable, committed workforce, intent on improving outcomes for a vulnerable and high-risk group of children and young people".*
- "We have concluded the YOS is doing a good job in a tough environment."*
- "...managers have produced a risk profile that highlights the work needed to manage and reduce the significant proportion of children who pose a high risk of serious harm – just over 50 per cent of the YOS caseload, one of the highest proportions of any YOS we have inspected."*
- 8.6 Brent YOS has prepared an Inspection Improvement Plan which covers the four primary recommendations made by HMIP:

- I. Review and monitor decision-making in out-of-court disposals, to ensure that there is no unnecessary criminalisation of children with high levels of welfare needs
- II. Review the resources available to assess, plan and then meet the needs of children and young people who receive a community resolution
- III. Provide services to children and young people who are not in education, training and employment
- IV. Provide suitable and sufficient places for children and young people to be seen and supervised

## 9.0 Review of Youth Justice National Standards 2019-20

- 9.1 The Youth Justice Board required YOSs to assess how well they complied with new National Standards which were revised in April 2019. The review in Brent took place between November 2019 and March 2020, across the five new Youth Justice National Standards themes.
- 9.2 The review was led by members of the YOS Management Board. They were supported by YOS Managers and operational staff to form one small working groups for each standard. The review covered strategic and operational practice. The following summaries were provided by thematic working groups and submitted to the Youth Justice Board as part of the full audit.
- 9.3 **National Standard 1: Out of court disposals (9 strategic / 3 operational) summary:**  
*Whilst the OoCD domain received a good rating in the Inspection this masked some important issues around assessment – decision making – planning and interventions. Since the Inspection more staff capacity is becoming available – improved assessment processes operating – a weekly OoCD decision-making panel chaired by the service manager with revised TOR introduced – and more individualised and personalised interventions organised through an individual plan. This will greatly enhance the response and effectiveness of the Out of Court Disposal scheme within the borough.*
- 9.4 **National Standard 2: At court (9 strategic / 6 operational) summary:**  
*A strong and positive audit – informed by the recent findings of the HMIP Inspection – positive comments from magistrates about the strength and effectiveness of court arrangements with the YOS – the high standard of PSR writing and the commitment of YOS staff to their work with young people. There is encouragement to continue this learning process involving developmental areas around parenting orders – ensuring training for new staff members – tightening some court processes and ensuring good information for young people and their parents at court.*
- 9.5 **National Standard 3: In the community (on community orders) (4 strategic / 2 operational) summary:**  
*A strong and positive audit – informed by the recent findings of the HMIP Inspection – some internal audits. Both were positive about partnership working – assessment – planning – interventions and reviewing within case management and work to reduce risk and improve a young person's safety and wellbeing. Developmental areas included highlighting the importance of planning meetings – inclusion of parents in reviews – identifying actual and potential victims and strengthening some processes.*

**9.6 National Standard 4: In Secure Settings** (5 strategic / 4 operational) summary:

*The findings of the HMIP Inspection – its comments around resettlement (shown as good practice) – and the internal audits – have shown how good work is possible within difficult environments. Whilst not without its difficulties the majority of YP from Brent are well supported by YOS staff. Visits take place regularly especially around review meetings and discussions / plans are made through these and the various panels especially the Resettlement & Aftercare Panel. Areas of development include the value of police officers visiting prisons to help young people prepare safely for release being more aware of the consequences of noncompliance and the attendance of YOS police at the monthly Resettlement and Aftercare Panels. Some updating of the resettlement protocol and 'offer' to young people in secure settings would further improve practice and its consistency.*

**9.7 National Standard 5: On transition and resettlement.** (2 strategic /2 operational) summary: The findings of the HMIP Inspection – its comments around resettlement (shown as good practice) – and the internal audits around case work / transitions have shown how transitions – resettlement can be well managed. Brent officers show good examples of well-tailored and prompt planning within their case work helped by supportive partnerships – creative interventions - focused multi-agency panels - and attendance at regular review meetings. This is helped by the active engagement of young people and parents / carers at key points within the supervisory process. Whilst Boroughs have differing procedures and processes around caretaking arrangements Brent seek to work in the best interests of the young person and will seek 3-way meetings and effective means of communication. Areas for development include resources at key points (e.g. floating support) – exit strategies in all cases – utilising ECP plans and minutes / actions from meetings being captured and recorded especially within intervention planning.

**9.8 Review of Youth Justice National Standards 2019-20 ratings**

National Standard	Strategic self-assessed results	Operational self-assessed results
NS1: OoCDs	Good	Good
NS2: Court	Good	Good
NS3 :Community	Good	Good
NS4 :Secure Settings	Good	Good
NS5: Transitions	Good	Good

**9.9 Key learning points**

- In all areas the audit identified evidence of effective and sometimes innovative case management practice, partnership working, creative interventions, engagement of young people / parents and good use of multi-agency panels. A common development theme is ensuring consistency of practice.
- The audit identified clear development priorities to align with the HMIP Inspection Improvement Plan (2020).
- The process enabled close work and learning between YOS staff and Board Members.
- Members involved and engaged within the case file audits were keen to see practice improve.

## 10.0 Case management and practice developments 2019/2020

- 10.1 The HMIP Inspection included analysis and observations relating to case management practice. Inspection findings included:
- 10.2 Assessments were undertaken quickly and used a wide range of information sources: *"In almost every case, the views of parents and carers and the child were sought and then used to inform the assessment. Staff had used the assessment tools effectively to give a rounded and holistic view of the child and their circumstances. This included the impact of trauma, which many children and young people had experienced".*
- 10.3 Planning was viewed to be a strong area of practice which: *"sufficiently focused on supporting desistance in 93% of cases - to keep children safe was sufficient in 83% of cases - to keep other people safe was sufficient in three-quarters of cases. Planning undertaken in the YOS coordinated with the plans for children's social care and education. The planning process and forums helped workers to understand distinct and complementary roles and responsibilities. Planning often included referrals to other agencies, including the National Referral Mechanism<sup>3</sup>, for those exploited into county lines drug dealing."*
- 10.4 Children were able to access a wide range of interventions and services to understand why they had offended and the impact on other people: *"Interventions and services were provided at a time that optimised the benefits of the work to the child. Staff were creative in their approach to delivering work to reduce offending. We found numerous examples of opportunities being taken to help children understand the factors that led to offending and to try and change thinking. Case managers also consolidated work completed by partners. Children received an individually tailored approach to help support desistance."*
- 10.5 Case reviewing was an active and helpful process, undertaken by case managers, team leaders and partner agencies, however: *"The review of safety and wellbeing was not as strong as the reviewing of desistance and risk of serious harm and needed more attention. Reviews of desistance needs were timely. Reviews responded to changes in situations, and reconsidered motivation, engagement and any barriers to achieving a crime-free life."*

- 10.6 HMIP concluded that practice with *"children who are on court orders to support desistance is the strongest area, followed by work to promote safety and wellbeing and then work to reduce and manage risk of harm."*
- 10.7 Partnership work at operational level was considered effective, especially between the YOS and children's social care. Information-sharing is good.
- 10.8 Case officers recognize that resettlement starts at the points of sentence: *"External and Internal Audits suggest that some good practice is possible within the custodial environment and that effective partnership working amongst professionals – involving the young person – provide some scope for meaningful resettlement including the reduction of risk and improvement in safety and wellbeing. Brent YOS' use of panels to support problem solving and decision making is relevant here especially with its multi-agency commitment. YOS seek to work collaboratively with the secure estate in the child's best interests."*
- 10.9 Inspectors saw overall that the quality of assessments and planning in out-of-court disposal cases was good: *"The OoCD procedures and processes in Brent were thoroughly reviewed in Jan'19 and again in Nov '19 in collaboration with senior managers from the local police, to align provision with the guidance from the OoCD HMIP Thematic Inspection in Feb'18 – the requirements of Domain 3 HMIP Inspection guidance and the findings of the HMIP Inspection of Youth Justice services within Brent."*
- 10.10 The new arrangements include an enhanced multi-agency decision-making panel with representatives from the Police, YOS, Early Help, and Social Care: *"A ten – fifteen working day assessment period allows an opportunity to capture the voice of young people and their families at the earliest opportunity. A rapid assessment tool has been created to avoid the use of detailed Asset Plus assessment in circumstances where young people have presented as low risk and with minimal needs. An additional OoCD Case Manager has been recruited to provide greater assessment and planning capacity and this has enabled the Triage Officer with Early Interventions lead responsibilities to focus on youth engagement – particularly with those young people who are at risk of non-compliance."*
- 10.11 External OoCD scrutiny is provided by the recently formed North West London OoCD Scrutiny Panel, led by the Police. This meets every six months to scrutinise a sample of OoCDs from Barnet, Harrow and Brent. The panel consists of senior police, magistrates, Youth Justice Board representative, MOPAC and YOS representatives.
- 10.12 Trauma informed training has helped practitioners and managers to increase their knowledge and understanding of how early attachment, trauma and adverse life events can impact on a young person's ability to engage effectively in youth justice interventions. Adoption of the method provides a psychology led approach to multi-agency case formulation and intervention planning. This allows YOS staff to tailor and



sequence interventions more effectively according to the developmental and emotional / mental health needs of individual young people and is a key component in the ongoing struggle to tackle disproportionality.

- 10.13 Work undertaken by the seconded CAMHS Mental Health Practitioner demonstrates that this is a critical role, particularly given the prevalence of mental health issues within the youth offending cohort. A high proportion of the young people accessing YOS may be perceived as having conduct disorder, however upon further assessment from the mental health practitioner it often comes to light the young person has more complex undiagnosed neurological conditions. Integrated CAMHS provision enables young people with attachment difficulties and emotional dysregulation to access a CAMHS service that otherwise would not be provided. A referral to outpatient CAMHS or inpatient CAMHS is made where necessary. The CAMHS Mental Health Practitioner also provides an important consultative, supportive and training role for YOS Case Managers and helps with the early identification of emotional health and learning needs in YOS young people where those needs may not have been previously recognised.
- 10.14 The NHS England funded Liaison and Diversion scheme in Brent offers mental health screening to young people held in police custody at Wembley Police Station. The CNWL employed Youth Justice Liaison & Diversion (YJLD) practitioner identifies any unmet mental health needs of young people and refers on to appropriate agencies. In Brent the YJLD practitioner liaises closely with the NHS Intellectual Disability Liaison & Diversion Practitioner to assess young people who display symptoms of ADHD, ASD, Learning Difficulties and Disability. If the young person displays symptoms the L & D practitioner will meet with their carer to obtain the young person's developmental history, which helps to determine whether the young person meets criteria for further assessment.
- 10.15 If a further assessment is required a referral is made to the Intellectual Disability Liaison & Diversion Practitioner who, together with the L & D practitioner will meet the young person for further assessment. A report will be produced which is given to the family and all the professionals involved in the case. The report provides recommendations on how to support appropriately the young person based on their additional needs. Following the assessment, the young person will be referred to the appropriate agencies, where necessary. The reports are also used by court to determine the sentence for the young person. This service has helped young people, families and professionals to understand the person's behaviour and to give the young person the support that is needed.
- 10.16 Support for NEET young people known to the Youth Offending Service in Brent has increased in line with HMIP recommendations. This work is led by educational provider Prospects in close partnership with the YOS.
- 10.17 NEET data is now shared on a fortnightly basis with Prospects by the YOS Information Manager. This allows Prospects to compare this data with the local authorities West London CCIS database which identifies young people who are NEET across the whole of Brent. Having these young people registered as NEET on the CCIS database is essential to the ongoing support young people would receive both while they are on an order

and also having finished an order as NEET young people are consistently followed up until the age of 19 (or up to 25 with an EHCP) by the Connexions Service. Locality advisers following up their NEET caseload also speak to the YOS NEET worker about young people to ensure a coordinated approach to support. Having the NEET data from the YOS allows Prospects to directly approach caseworkers in cases where referrals have not taken place.

- 10.18 Prospects Service Manager has an overview of the NEET group and to prompt case managers to input destinations appropriately. For example, they have identified new NEET young people from the information provided and upon contacting the caseworker have found this not to be the case. This supports the process of accuracy in recording. Similarly, they are reporting cases that are not recorded as NEET so Childview can reflect this and referrals encouraged.
- 10.19 Having the data also supports with Prospects allocation of resource as they can see the percentage of NEET comparable with the wider Brent cohort.
- 10.20 Additional resource has been allocated to the YOS service with a new NEET adviser and a greater distribution of cases being spread amongst the Prospects NEET Team. Prospects have begun to allocate advisers with specific experience and background to support cases. For example, a recent referral through Childview highlighted a young person (year 11 with an EHCP) who was subsequently referred to the specialist SEND Adviser She recently participated in a Microsoft Teams Review for the young person to plan education steps.
- 10.21 The Prospects NEET Adviser brought in additional resource from a local organisation that supports young offenders (PLIAS). Along with providing a worker for one day a week, they supported the Prospects NEET Adviser in putting together a series of employability sessions for YOS clients.
- 10.22 A meeting between the primary NEET Adviser and the Prospects Service Manager takes place every week to check any referrals and to allocate cases.
- 10.23 The Prospects Advisors keep a caseload of young people that are discussed on a weekly basis to monitor progress and impact. Having access to Childview allows the Service Manager to get an understanding and overview of cases and supports supervision. For example, they have identified cases where conflicting E2E work is being carried out by other agencies. In these situations, the Prospects NEET adviser has been encouraged to contact these agencies to establish professional boundaries and partnership working.
- 10.24 Prospects use data provided by the YOS as a way of engaging with NEET young people earlier in their YOS order. For example, they can now identify young people on orders - who are within the 16-18 age range – but have no current destination on the system. This has allowed Prospects to contact the case manager to identify a NEET destination much earlier in the order and engage them from the outset.

- 10.25 The data allows Prospects to identify young people who are currently on DTO orders. This allows the advisers to contact caseworkers near to release date to play a role in release planning.
- 10.26 Given the links between exclusion and the risks of offending, Prospects have given additional Intensive resource to the local PRU (Brent River) The adviser now linked to this service is also currently working with NEET young people in the YOS. It was felt that the building up relationships early with these young people would help to build strong relationships to enable more positive impact work if offending behaviour continued following year 11.
- 10.27 Current year 11 young people on YOS orders have all been followed up to check whether they have an offer of college / training etc for September 2020.
- 10.28 Prospects Services have been developing webinars during lockdown that have been aimed at supporting young people who are NEET to develop their employability skills. The YOS NEET adviser developed and delivered a Webinar Session on how to develop a CV. This was an interactive session – with a live chat element - that could be accessed by young people both over the phone or through a PC (through a Microsoft teams link) This webinar was promoted to the YOS caseworkers who were encouraged to get their clients to watch.
- 10.29 Prospects have delivered a presentation to support EET as part of the YOS Team Meeting. The Prospects advisers spoke to Case Managers to highlight the various elements of support available to them, in addition to the specific allocated NEET Adviser located within the YOS. (e.g. NEET IAG drop in sessions across the borough from the wider Generic Prospects Team, IAG advisers in schools and Brent River).
- 10.30 The NEET adviser has invited outside providers to meetings with the YOS to highlight their provision to raise awareness of opportunities for young people. (ESF/GLA Contract Manager | Capital City College Training).
- 10.31 Educational attendance and attainment improves resilience and is a significant protective factor to prevent re-offending. During 2018, Brent YOS was awarded an *Achievement for All* SEND quality mark. All YOS staff have completed online SEND Training for youth justice practitioners. The YOS educational lead works closely with the Brent SEND team. This includes the routine sharing of case information, identifying and sharing unmet needs, and joint work.
- 10.32 The importance of engaging with young people, listening to their views and building relationships to help promote positive outcomes has been emphasised in recent years across social work and youth justice practice especially within HMIP Inspections of Youth Justice services. A 2019

survey of twenty – eight young people on court orders obtained feedback from young people about their perceptions of the YOS, their knowledge of the order they were on and the staff they interact with. The survey with service users has been used to assist service planning, identify the strengths and weaknesses of the YOS and to help ensure that services are effective. Findings included:

- When asked about the expectations of their order, three quarters of respondents (75%) said that the expectations were explained to them and 86% said that they understood the expectations of their order.
- Eighty-two percent of respondents stated that it was explained to them what would happen if they did not attend their appointments.
- When asked whether their intervention or contract had been explained to them, over four fifths (82%) responded that it had, whilst 14% said that 'Some parts of it were'.
- Almost all (96%) of young people were satisfied with the scheduling of their appointments. However, 39% felt that the appointments were too long.
- When asked about their YOS worker, 75% of young people replied that they were always on time for appointments.
- Eighty-two percent said that their worker always did what they said they would.
- Eighty-six percent said that they felt listened to by their worker.
- Eighty-nine percent responded that their worker was honest with them.
- Most respondents (93%) said that they attended sessions at the Civic Centre. Roundwood Youth Centre, Willesden Magistrates Court, home visits and placement visits were other responses. When asked whether they feel safe coming to YOS appointments, 86% of young people responded 'Yes'.
- Most young people (89%) surveyed felt that the YOS had supported them to prevent further offending / re-offending.

## 11.0 Strategic partnerships

- 11.1 The HMIP Inspection was complimentary about Brent youth justice partnership arrangements: *"The placement of the YOS in Early Help promotes a focus on early intervention, reflecting the widespread recognition that it is better to identify and deal with problems early rather than respond when difficulties have become acute and demand action by statutory or more intensive services."*
- 11.2 Serious youth violence, gangs and knife crime are prominent issues in Brent. Strategic governance is delivered by the Safer Brent Partnership, and operational leadership and management through the leadership of the Children and Young People's department and Early Help service. *Inspectors noted that: "This arrangement effectively links criminal justice responsibilities with safety and wellbeing considerations."*

11.3 Inspectors also found that: *"The YOS partnership approach demonstrated strong leadership, high ambitions and aspirations for children, a focus on practice outcomes, and evolving systems to improve the work of the service."*

11.4 It was also noted that:

*The Brent YOS Youth Justice Plan is informed and linked to several Brent's strategic plans:*

- *The Brent Borough Plan – 2019 – 2023 – 'Building a Better Brent'*
- *The Outcomes Plan for the Troubled Families Expanded Programme 2016 - 2019.*

*The Head of Early Help is a member of strategic partnerships that include:*

- *The Strategic Board for the Troubled Families Expanded Programme (Chair).*
- *The Operations Group for the Troubled Families Expanded Programme (Chair).*
- *Youth Justice Board Heads of Service meetings*
- *Pan London Assistant Director Network*

*Managers within the YOS contribute to local partnerships including:*

- *Willesden Magistrates Quarterly Court Meetings*
- *Vulnerable Adolescents Panel.*
- *Entry to Care Panel*
- *Inclusion Service Strategic Group*
- *MAPPA.*
- *Borough Gang Delivery Group.*

11.5 Inspectors were encouraged to see that YOS workers can access and help co-ordinate a package of support commissioned by Early Help from a range of specialist aligned and commissioned family support services that exist within the borough.

11.6 Family Wellbeing Centres will be operational in 2020/21 and will offer a range of universal services and targeted support for families with 0-18-year olds, in partnership with Council, health and voluntary sector partners. This will include a wide range of activities for 6-11-year-old and 12-18-year olds, which could include homework support, healthy lifestyle workshops and diversionary/enrichment activities

11.7 Close alignment of work undertaken jointly with Children and Young People colleagues has been key to the declining numbers of first time entrants to the youth justice system and a decreasing number of young people remanded to custody or local authority care.

- 11.8 The Resettlement and Aftercare Panel, chaired by the YOS Deputy Service Manager, comprises representatives from Children and Young People service areas including the YOS, Care Planning, Family Solutions, Locality Teams, and the Accelerated Support Team. The group meets regularly to ensure that the accommodation and wider needs of young people due to be released from custody are identified and planned for in a timely and transparent fashion.
- 11.9 The YOS and LAC Joint Working Group was established in May 2017 to consider complex cases with meetings every three months which require senior manager oversight and additional support. Membership includes Team Managers from Care Planning Team and the Accelerated Support Team. The Group's Terms of Reference includes the following three aims:
- To ensure correct information is exchanged about offences, court dates, placement changes, release dates.
  - To ensure there is a management oversight of Looked after Children who are subject to youth justice interventions.
  - To resolve any difficulties or barriers in relation to Looked after Children who are also offending.
- 11.10 Early Help has made a significant contribution to training. All YOS staff have been trained to work with Families as Lead Professionals. Staff have also received Signs of Safety training and the approach has been adopted as part of the YOS Risk Management Panel, for staff supervision, and for mapping complex cases. All frontline staff have undertaken the trauma response model training working with young people whose life chances are affected by traumatic experiences that professionals often fail to recognise.
- 11.11 The YOS contributes to Social Care complex strategy meetings wherever required and routinely shares risk, court outcomes, and other information needed to keep children and young people in the criminal justice system safe. There is a comprehensive and annually updated Protocol between the YOS and Children and Young People Social Care. This includes clear processes relating to young people in police custody, the use of Appropriate Adults, Looked after Children and young people remanded in to Local Authority Accommodation.
- 11.12 The YOS works closely with the Family Solutions Team. Family Solutions has four main teams across the borough supporting families with 0-18 years, by whole family working. This approach aims to address the underlying issues which affect the family functioning and offers a range of interventions to develop resilience to withstand family crises in the future. It is represented on, and refers families to, the Early Help Panel. Parenting provision now includes a group work offer and staff have been trained to deliver the Strengthening Families Strengthening Communities programme. The provision of 2 dedicated 0.4 FTE Family Solutions Key Worker for the YOS Triage programme and other preventative work offers families support that can be used to prevent their children and young people from entering the criminal justice system. A focus of this work are families where there are younger siblings.

- 11.13 The YOS is developing strong partnership links to the Young Brent Foundation – which is now represented on the YOS Management Board. Regular meetings between the YBF Chief Executive and YOS have among other things identified joint training, shadowing opportunities, and regular referral meeting as joint priorities.
- 11.14 Community Protection fund a St Giles member of staff from their team who is co-located within the YOS to discuss the progress and suitability of referrals and the YOS has strong links with the North London coordinator.
- 11.15 The YOS is a member of the Brent Child Exploitation and Missing Panel which coordinates the sharing of information between partners about young people at risk of sexual or criminal exploitation and harmful sexual behaviour trafficking and those that are missing, to ensure identified risks are appropriately managed.
- 11.16 Youth Crime Public Protection Operational group: Meets monthly to share information between partner agencies about young people involved in gang related violence and drug trafficking, in order to assist agencies in managing the risks. The group ensures appropriate safeguarding has been put in place to protect young people who have been the victim of serious youth violence, as well as identifying and ratifying any appropriate enforcement action.
- 11.17 (removed)
- 11.18 The Brent YOS Risk, Safety and Wellbeing Management Forum meets monthly to manage the risk, and safety and wellbeing of high risk young people.
- 11.19 The Violence and Vulnerability Panel supports professionals and makes recommendations to the Safer Brent Partnership in relation to child exploitation, community tensions, transitional safeguarding, prolific and priority offenders, domestic abuse, weapon use and preventative work.
- 11.20 The YOS benefits from well-established partnerships with agencies within the voluntary sector including:
- Brent EACH: A counselling and Support agency sited at Brent YOS. EACH delivers high quality counselling services and support for young people receiving Triage (no further action) outcomes. As part of whole family working, parents, carer(s) and siblings are also offered support.
  - WDP: Drug and alcohol charity WDP have contributed the equivalent of 1.0 FTE advice, assessment and treatment support for Brent young people who are known to the youth justice system and have been affected by drug and alcohol problems. Services are delivered at the Brent Civic Centre, WDPs two facilities in Brent and within the local community.
  - Brent Centre for Young People: Offers a range of psychotherapeutic mental health interventions, designed specifically for young people who offend and who often struggle to engage with mental health services.

- Air Network: Working in collaboration with the Early Help, Accelerated Support Team, Air Network provide community based out of hours' youth mentoring. Air Network received increased funding during 19/20 from the YJB to increase capacity particularly at weekends.
- St. Giles Trust: Gang affected mentoring for young people involved in or at risk of criminal exploitation.

## 12.0 Internal programmes and interventions

12.1 The YOS has developed or accessed several programmes to address desistance and offending behaviour

12.2 One to one and group work YOS programmes and interventions cover a range of themes. There has been a list of resources developed for one to one work and these are available in the resources area on the 4th Floor of the Brent Civic Centre as well as on the YOS Shared Drive (Resources and Interventions). These include:

12.3 Victim Awareness group work and one to one programmes include 'Think Victim', 'Letter of Apology Programme', 'Writing Wrongs' 'What Have I Done?' Restorative Justice support is provided where there is a direct or indirect victim contact.

12.4 Offending Behaviour / Risk / Safety interventions include What's the Score? (YRO Game)', 'Practical Interventions for Young People at Risk, 'Safety Mapping work (Contextual Safeguarding), Positive Choices (1:1 programme), and 'Street Wise' interventions covering a range of offending behaviour / risk factors.

12.5 Decision and Consequences interventions include One to One 'Smart Thinking Programme', 'Streetwise – 'Doing Time' – The Impact of Custody', and 'Think First Programme'.

12.6 Anger and Emotional Management interventions include one to one 'Hitting Back' Anger Management Programme, Moods Cards, and 'Don't Let Emotions Run Your Life Teens'.

12.7 Weapon and Knives interventions include 'Behind the Blade' and 'Bite the Bullet', Relationship and Peer Groups / Gangs - 'Streetwise Gangs Education Programme', 'Streetwise Drug Dealers Education Programme', 'Working with Gangs Toolkit', 'and Safety mapping'

The 8-week Weapons Awareness Programme for children and young people covers:

- Information about the law and weapons
- Knowledge of how being a victim of offences affects people.
- Knowledge of how weapons can affect society (which you are a part of)



- Learn new ways to deal with conflicts
- Learn about the physical and mental health consequences of weapons offences
- Learn about how convictions for weapons offences have affected other people.

12.8 Teen Talk is a Youth Health Education Program that provides services for young people from a harm reduction and prevention education perspective. It focuses on sexuality, reproductive health, body image, substance use awareness, mental health, issues of diversity and anti-violence issues and adheres to the belief that by providing youth with accurate, non-judgmental information – encouraging interactive discussions through the use of pictures / information on cards – that they can make healthier decisions and choices for themselves.

#### 12.9 Jointly delivered group work

- Your Life You Choose: YOS team members run a workshop with other partners at local schools aimed at year 7's.
- Crime Presentation: Police Officers and YOS run this session covering crime, consequences, weapons and stop and search aimed at those who are first time entrants.
- Victim Awareness Group: Brent Centre for Young People and YOS initiative aimed at those who are first time entrants
- Discussion Group: Brent Centre for Young People counsellors run an open discussion group for young people to discuss feelings and emotional regulation.
- Driving Awareness Workshop: Groups run for young people who have committed a related driving offence. The workshop is run with a DI from the Traffic Unit and a member of the YOS team.
- Bike Workshop: Young people work on bicycles in need of repair.

### 13.0 Learning from serious incidents

- 13.1 Since 2017 the YOS has submitted nine Critical Learning Reviews (CLRs) to the Youth Justice Board on young people who had committed serious offences whilst under YOS supervision.
- 13.2 CLRs are approved by senior managers with resulting actions followed up within the YOS under the oversight of the YOS Management Board.
- 13.3 Themes include housing issues, social media concerns, escalating risks during period of transitions and good practice issues within case management.

## 14.0 Key actions for Brent in 2020/21

- 14.1 A full list of actions, inclusive of any outstanding HMIP and National Standards recommendations, will be detailed in the Annual Youth Justice Improvement Plan 2020/21 – due to presented to the YOS Management Board in July 2020.
- 14.2 The link between the prevention agenda and reduction of FTEs has been strengthened by the improvements to the Out of Court Disposal scheme and access to provision afforded to the YOS by being embedded within Early Help. The YOS will build upon this and form new voluntary sector partnerships. In particular, it will find new ways to collaborate with Young Brent Foundation and support community groups to improve the quality of life for young people known to be at risk of criminal exploitation and offending.
- 14.3 The MPS 'Turning Point' pilot programme, will receive the assistance and support needed from Brent YOS to maximise its value to young people in Brent. It is a deferred prosecution scheme that was adopted in Brent from January 2020 with the intention of reducing disproportionality in youth justice outcomes. The project allows out of court disposals to be available to young people who do not admit guilt or provide 'no comment' interviews. This reduces the risk of young people entering the Youth Justice System for minor offences when they do not appreciate the consequences of no comment interviews which then often lead to an automatic charge. Young people who successfully complete Turning Point do not receive a criminal record for the offence they have committed.
- 14.4 The YOS will continue to utilize the Youth Justice Board Serious Youth Violence toolkit and community safety data to help its analysis of patterns and trends of serious youth violence and improve and develop provision accordingly.
- 14.5 Case managers will continue to supervise young people in line with national standards and principles of good practice as outlined within the findings of HMIP.
- 14.6 Case managers will apply principles of the trauma informed approach within their supervision of young people and utilizing multi agency case formulations especially with high risk young people both in the community and custody
- 14.7 The YOS will support the BCU Robbery Strategic Group to continue to reduce robbery offences committed by young people in Brent.
- 14.8 Continue to develop practices that safeguard children who have been exploited and/or victimised through serious youth violence, including making referrals to victim support and other support services such as Rescue and Response.

- 14.9 The YOS will continue to use the YJB reoffending tool kit to provide live tracking of the reoffending cohort, improve offending analysis, and reshape interventions.
- 14.10 Involve children and parents in co-creating intervention plans
- 14.11 Ensure CPRM's are being held promptly within the start of the Order to ensure the voice of the YP.
- 14.12 Sequencing of targets needs will checked by management through the QA process
- 14.13 All specialist workers must record all contacts promptly.
- 14.14 Increase the number of the YOS Cohort in ETE.
- 14.15 Improve recording of risk of harm - Assessment of risk of harm to others is sometimes not as strong as safety /wellbeing and desistance.
- 14.16 Ensure that assessments explore the effect of cultural and ethnic background and heritage, including experiences of discrimination or trauma resulting from their experiences. YBF collaboration and participation will be sought.
- 14.17 Provide more details where possible of a young person's early years to help magistrates' capacity to support the young person.
- 14.18 Black African and Caribbean male young people are significantly disproportionately represented in the youth justice system in Brent. They currently represent 63% of all young people in Brent who are known to the YOS. This compares unfavourably to the 28% of all young people from these heritage groups living in Brent according to the midterm 2011 census.

Share of total <sup>(2)</sup>	2014	2015	2016	2017	2018	2019
Asian	16%	13%	8%	7%	5%	7%
Black	56%	55%	56%	56%	54%	63%
Mixed	10%	10%	9%	9%	8%	8%
Other	2%	4%	11%	12%	11%	8%

% point change from year ending March 2014 to year ending March 2019	% point change from year ending March 2019 to year ending March 2019
-9.8 pp	1.3 pp
7.2 pp	8.7 pp
-1.8 pp	-0.4 pp
n/a	-3.2 pp

2011 mid-year 10-17 population by ethnic group
33%
28%
9%
9%

BAME	83%	82%	84%	84%	78%	85%
White	17%	18%	16%	16%	22%	15%

1.7 pp	6.4 pp
-1.7 pp	-6.4 pp

78%
22%

14.19 Brent YOS will continue to identify methods to tackle disproportionality. These currently include the live tracking of cohorts, training around unconscious bias and greater integration of therapeutic approaches. Strengthening partnerships with community groups through increasingly aligned work with the Young Brent Foundation is a 2020 priority that will expedite the adoption of local expertise that will be used to reduce disproportionality in the Brent youth justice system.

## 15.0 Covid 19 response and recovery

- 15.1 Brent Council implemented contingency planning immediately to ensure young people received supervision when social distancing regulations placed limitations on how support services could be provided.
- 15.2 Brent YOS worked closely with partners to ensure that changes to service provision met local needs
- 15.3 All staff were remotely based once the lockdown was announced. A contact recording form was created to give managers oversight of all contacts by type.
- 15.4 Youth Court listings were reduced to one day per week and a joint court rota was created with Barnet and Harrow – the other Willesden Magistrates Court users. Brent YOS based a team at court one day per week and additionally attended court as and when required. Brent received positive feedback from District Judges for its commitment to supporting young people at court in person throughout the lockdown.
- 15.5 A list of the 21 highest risk young people was created. A home visit screening tool was created to determine which of these young people required face to face visits. Accompanying safe visiting guidance was issued.
- 15.6 All other high risk young people were supervised by the telephone or other digital media. Feedback from young people has largely been positive about this form of supervision however, it is not ideal for a minority of young people whose learning needs are better suited by face to face contact.
- 15.7 Referral Order Panels operated virtually. Young people, volunteers and families have responded well to the changes.

- 15.8 The YOS Risk, Safety and Wellbeing Multi-agency Risk Forum and the Resettlement and Aftercare Forum both occurred virtually every month.
- 15.9 Weekly Out of Court Disposal Decision Making Panels operated remotely.
- 15.10 Support was offered remotely by partners including St. Giles Trust, Air Network, EACH Brent, WDP, Prospects and CNWL (YJLD).
- 15.11 The Brent seconded CAMHS Practitioner supported young people remotely and undertook face to face visits where required. Essential provision accessible through emergency arrangements at Monks Park clinic.
- 15.12 The NPS seconded Probation Officer has worked remotely, and supported young people face to face and at their home or court throughout the pandemic.
- 15.13 The vast majority of youth court cases were adjourned following lockdown. This has created a build-up of "delayed" casework..
- 15.14 An increasing number of young people released under investigation by the police are likely to add to the anticipated post pandemic spike in YOS casework.
- 15.15 Two young people received early release from custody.
- 15.16 Existing safeguarding arrangements continued as normal.
- 15.17 From June, YOS staff and the seconded Probation Officer have taken part in an Early Help rota which allows up to 10% of the work force that want to work occasionally from the Civic Centre to do so in line with Council Recovery planning measures that maintain social distancing and safeguard staff.
- 15.18 Brent YOS is planning changes to provision in anticipation of further loosening of Covid 19 restrictions in line with the Children and Young People 2020/21 Department Recovery Plan, and the early Help Service Recovery Plan, both of which organise actions into four key areas: Restore, Retain, Reinvent, and Remove.
- 15.19 Restore: A key objective for YOS within this theme is supporting contracted services to resume direct delivery of provision to young people, such as substance misuse and mentoring.

- 15.20 Retain: The YOS will continue to see more families virtually than had previously been the case prior to the lockdown. This has proven to be a contact of method that is popular with parents and carers. This will allow additional delivery as home visits will remain mandatory for all cases and new cases that have not been visited will need to be prioritised
- 15.21 Reinvent: Face to face interventions that been adapted or adopted so work can be delivered remotely will continue to be used. For instance the YOS has revamped the Weapons Awareness and Victims Awareness Programmes, and there are plans to do the same with the police led Crime Presentation for young people receiving out of court disposals.
- 15.22 YOS has yet to identify any provision for removal.

## 16.0 Structure

16.1 Brent Youth Offending Service is located within the Children and Young People Directorate and forms part of the Brent Early Help service area. Reporting to the Head of Early Help, the YOS Service Manager has overall management oversight of 24.6 FTE staff members. This includes a management team comprised of a Deputy Service Manager, Quality & Practice Development Manager and five Team Managers.

16.2 The following lead areas and responsibilities are shared across the management group:

Quality Assurance – Interventions – Safeguarding - Mental Health - Public protection – Partnerships – Court - First-time entrants - Early interventions - Pre-court disposals - Data quality - Specialist interventions – Reoffending – LAC - Group work – Families - Probation – Education - Employment and Training - Intensive Supervision and Surveillance - Referral Order Panel - Restorative justice/ Reparation – Victims – Volunteers – Court – Custody – Resettlement – Bail and Remand

16.3 Resources and value for money: YJB funding will be used exclusively for the delivery of youth justice provision, aligned to effective practice and the achievement of the three youth justice core outcomes:

- Reduction in youth re-offending.
- Reduction in the numbers of first-time entrants to the justice system.
- Reduction in the use of youth custody.

16.4 Staffing



Post	FTE	Funding Source
Service Manager	1	YJB/Brent Council
Deputy Service Manager	1	YJB/Brent Council
Quality & Practice Development Manager	1	YJB/Brent Council
Team Leaders	5	YJB/Brent Council
Restorative Justice Lead	0.8	YJB/Brent Council
Case Managers	13	YJB/Brent Council
Data Quality Officer	1	YJB/Brent Council
Family Support Key Worker 1	0.4	YJB/Brent Council
Family Support Key Worker 2	0.4	YJB/Brent Council
Early intervention Officer – Triage	1	MOPAC

The service wide YOS staff group of 24.6 FTE is supplemented by the following 10.0 FTE secondments and colocation arrangements:

Police Officer	3.0
NPS Probation Officer	1
Prospects Employment Advisor	1
CAMHS Practitioner	1
YJLD Liaison and Diversion (CNWL)	1
WDP Substance Misuse	1
EACH Family Support and Substance Misuse	2

16.5 Staff by gender and ethnicity

Female	21
Male	5

BAME	18
Prefer not to say	0
White	8

#### 16.6 Volunteers by gender and ethnicity

Female	12
Male	1

BAME	3
Prefer not to say	0
White	10

#### 16.7 Compliance with the minimum staffing requirement set out in the Crime and Disorder Act 1998

Brent YOS has the following multi agency staffing as required by the Crime and Disorder Act 1998:

Police Officer	3
Probation Services	1
Education Worker	1
Health Worker	2



- 16.8 Brent Police continue to provide a continuous staffing contribution that exceeds the minimum statutory requirement of 1.0 FTE.
- 16.9 Education provision is funded by the Brent Direct Schools Grant. In addition to the provision of a YOS manager with dedicated education responsibilities, an additional four Team Leaders have cross-cutting responsibilities to produce good educational outcomes for school aged young people. Prospects employment service has a careers advisor based within the YOS with additional staffing deployed when demand is high.

16.10 YOS Partnership Budget 2020/21

Agency	Cash	In-kind Contributions	Partnership Funding	Total
Brent Council	£694,370	£30,000	-	£724,370
Police	-	£120,000	-	£120,000
National Probation	-	£50,000	£5,000	£55,000
Health Service	-	£100,000	-	£100,000
MOPAC	£53,148	-	-	£53,148
YJB	£444,000	-	-	£444,000
Other: Direct Schools Grant (DSG)	£114,000	-	-	£114,000
<b>Total</b>	<b>£1,305,518</b>	<b>£300,000</b>	<b>£5,000</b>	<b>£1,610,518</b>

## **17.0 Risks to Future Delivery against Youth Justice Outcome Measures**

Brent's commitment to ongoing youth justice improvement and innovation is resource dependent. We are confident of achieving our ambitions for 2020/21 despite the combined challenge of reductions to YJB and MOPAC funding and rising inflationary pressure – most notably a 2% increase in salary costs. This is part of a longer-term decrease in funding, during which Brent has worked creatively and flexibly to protect and improve frontline service provision. There is however very little capacity to absorb further reductions. Therefore, if funding contributions diminish further in 2021/22, there is a very real risk that this would prove to be an impediment to the current concerted partnership effort to reduce serious youth violence and improve outcomes for young people in the criminal justice system.

## **Approval and Sign-Off**

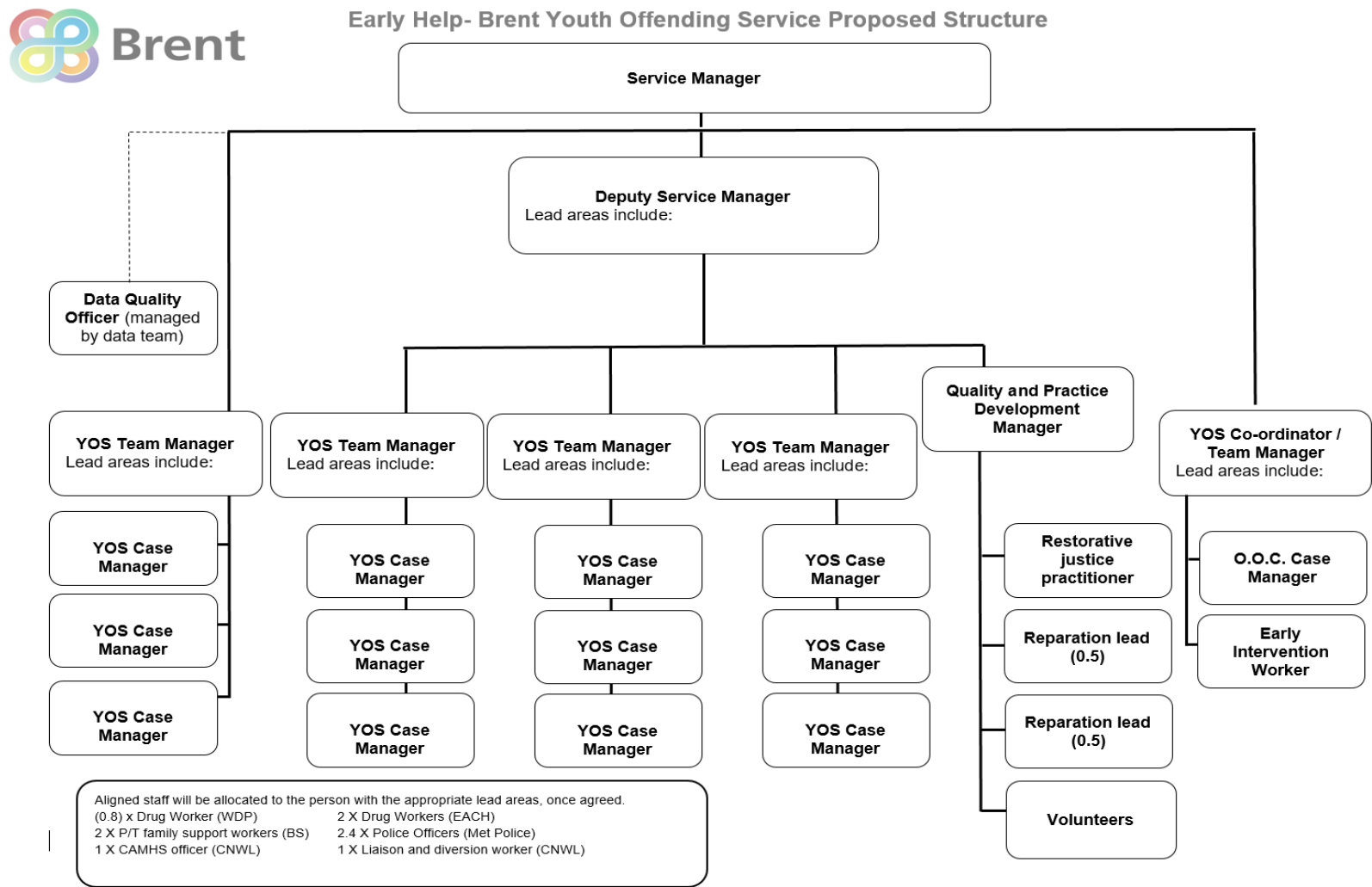
**Signed:**

**Date:**                **xx/xx/2020**

**Name:**              **Nigel Chapman**

**Position:**           **Operational Director – Integration and Improved Outcomes**  
**Children and Young People – Brent Council Chair of the YOS Management Board**

Appendix 1: Youth Offending Service Structure Chart 2020-21



## Appendix 2: Partnership Arrangements and Interdepartmental Support

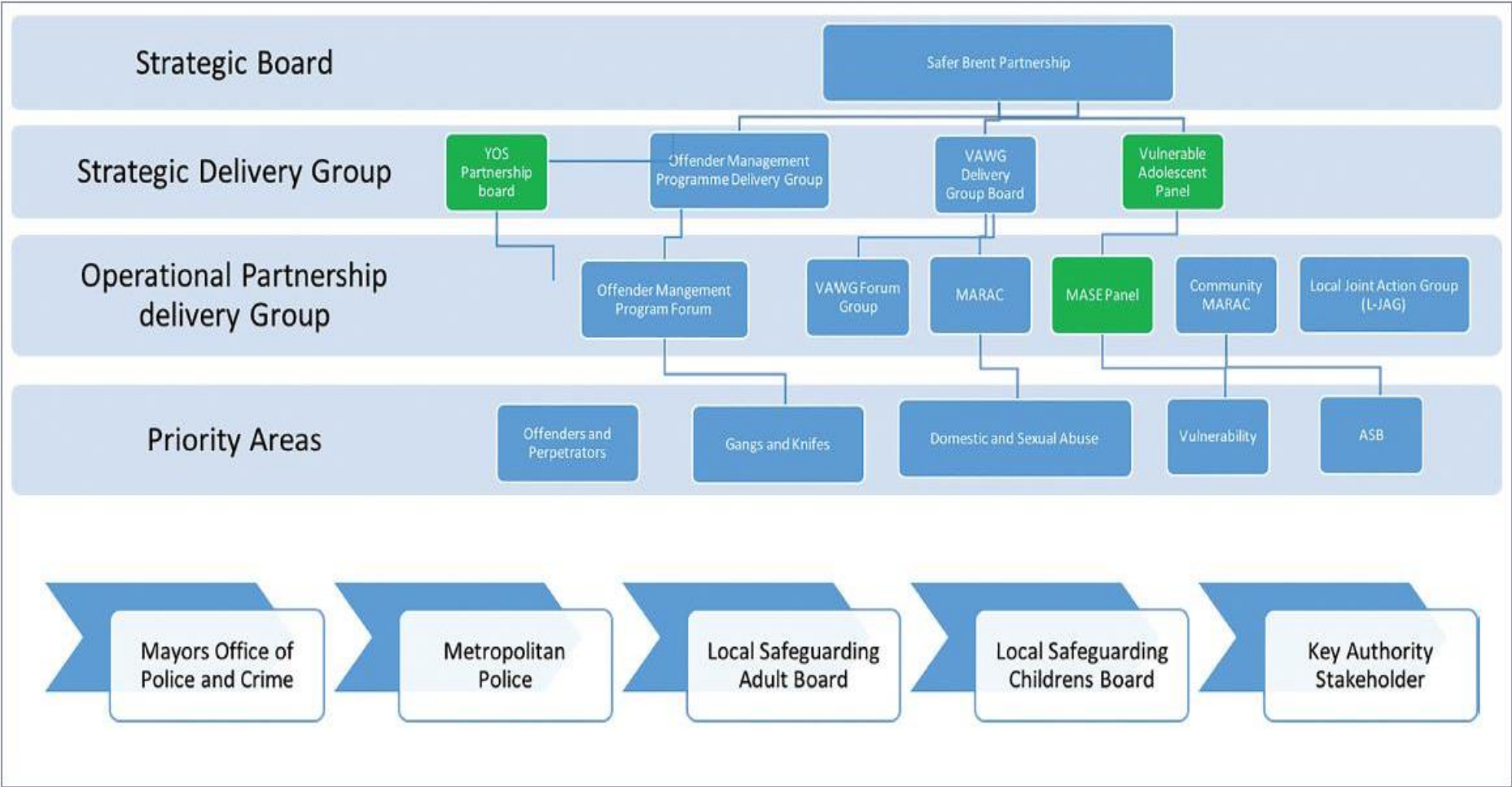
Partner/Service Area/Agency	Partnership Engagement
National Probation Service	YOS Management Board membership.
	Performance meetings between Brent NPS / CRC and YOS.
	Operational joint supervision and oversight of 1.0 FTE seconded officers.
Social Care	YOS Management Board membership.
	Case conferences.
	Resettlement and Aftercare Meeting.
	Case management joint work.
	Service leads/management joint work.
	CEMP Panel
	Entry to Care Panel
	Brent Family Front Door
	YOS / LAC monthly meetings
	Vulnerable Adolescents Panel
	Risk Management Forum.
	Brent Integrated Risk Management Meeting
WDP	Substance misuse, emotional health, and sexual health referrals.
	Key worker provision
EACH Counselling	Professional supervision.
	Progress reviews involving EACH Chief Executive and YOS Service Manager.
Prospects	Progress reviews involving Prospects Manager and YOS Deputy Service Manager.

Partner/Service Area/Agency	Partnership Engagement
Family Solutions/Working With Families	YOS Management Board membership.
	Early Help Senior Leadership Team.
	Resettlement and Aftercare Meeting.
	Case management joint work.
	Service leads/management joint work.
	Family Solutions Panels.
	Parenting Forum.
	Risk Management Forum.
	Working with Families Operational Group
Community Protection	YOS Management Board membership.
	MOPAC
	Violence and Vulnerability Programme
	Risk Management Forum.
	Sharing Data and Intelligence
Youth Justice Board	YOS Management Board membership.
	Serious Youth Violence Reference Group
	YJB Effective Practice
	YJB Workforce Development.
Public Health	YOS Management Board membership.
Willesden Magistrates Court	YOS Management Board membership.
	Court User Meetings
Brent LSCB	LSCB Performance Group.

Partner/Service Area/Agency	Partnership Engagement
Police	YOS Management Board membership.
	OOCDD Joint Decision-making group
	Operational joint supervision and oversight of 3.0 FTE seconded officers.



Appendix 3: Safer Brent Partnership Structure / Delivery Model



Cited; Safer Brent Strategy 2018-2021, the MASE panel and Offender Management Panel are now aligned to one panel called the Exploitation, Violence and Vulnerability Panel.

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## London Borough of Brent

### Youth Justice Plan 2021/22

## 1.0 Introduction

The Brent Youth Offending Service (YOS) is a multidisciplinary, multiagency service that works with children and young people aged 10-17 years and their families in relation to out of court disposals, court work, bail and remand, the assessment of young people who offend, the provision of court reports, the planning and delivery of community interventions, and custody and resettlement. The YOS is situated within the Children and Young People department and is managed by the Head of Early Help.

In addition to supporting young people who have offended to successfully complete court and police ordered youth justice disposals, the service offers non-statutory early interventions funded by MOPAC with staffing contributions from Early Help. Partner agencies and aligned services based within the YOS offer an increasingly diverse range of support delivered by Family Support Workers, Substance Misuse Key Workers, Careers Advisors, Mentors, and Mental Health Specialists. This growing focus on early interventions reflects the widespread recognition that it is better to identify and deal with problems early rather than respond when difficulties have become acute and demand more intensive services.

Brent's Children and Young People's department Practice Framework provides a foundation for how the YOS works with children, young people and their families and carers in Brent, and how professionals work together including the learning and development offer for staff, and recruitment activity. A trauma informed approach has been added to the practice framework during 2019 to promote meaningful contact and trusting relationships, the removal of any unconscious bias and supporting interventions that influence and manage offending behaviours.

Since last year's Youth Justice Plan, the COVID Period - lockdown restrictions - have dominated and influenced practice within the criminal justice system. The impact of the pandemic cannot currently be realised particularly in terms of youth justice performance measures - but in reading this year's youth justice plan it is important to see things through a COVID lens to help an understanding of change and progress over this period. The Brent YOS Partnership's specific response resonates with that of many other YOTs with strong immediate contingency planning. This ensured that young people received supervision when social distancing regulations placed limitations on how support services could be provided. Close work with partners ensured that changes to service provision met local needs and high-risk young people continued to be robustly supervised. The importance during periods of lockdown and tiered restrictions to comply with Government and Local Authority guidance and legislation was emphasised around the need, when visiting young people to adhere to safety and hygiene requirements.

## 2.0 Governance and accountability

2.1 Governance of the YOS is the responsibility of the YOS Management Board, which meets quarterly and is chaired by the Operational Director, Integration and Improved Outcomes. The Management Board is comprised of representatives of the agencies identified as having a duty to co-operate in the partnership. Members are of an appropriate level of seniority to meet the requirements of the Crime and Disorder Act 1998 and Youth Justice Board guidance.

Membership includes representatives from the local authority, education, voluntary sector, police, National Probation Service, health, Youth Justice Board, Community Rehabilitation Company, and Willesden Magistrates Court.

The purpose of the Brent YOS Management Board is to provide strategic direction and support, to ensure that planning is undertaken to deliver effective youth justice services that reduce re-offending, safeguard children and young people and are informed by an understanding of the type and level of risks to children and young people and seek to ensure proportionality in disposals for all young people in Brent.

2.2 Brent YOS was inspected during August 2019. The report published (Dec'19) by the HMIP Inspectorate of Youth Justice Services found that:

- *The Brent YOS Management Board has robust governance arrangements and that the 'YOS partnership approach demonstrated strong leadership, high ambitions and aspirations for children, a focus on practice outcomes, and evolving systems to improve the work of the service.*
- *The Board has established key principles of YOS practice, focused on the trauma response model (Signs of Safety), family engagement, a partnership approach, and the delivery of appropriate interventions. This includes services to strengthen parenting roles and services to siblings, to prevent them from entering the criminal justice system. These arrangements are underpinned by the well-established Brent Practice Framework.*
- *The Management Board uses a range of data to understand performance. These include key performance indicators and examination of case studies. Detailed analytical information provided by the Safer Brent Partnership enables the Board to understand trends, including early indications of a decrease in knife crime. Overall, Board members know how their service contributes to the work of the YOS and can judge if their service's contribution is effective. The Board Chair has a good understanding of YOS work. His role, as operational director of integration and improved outcomes, has contributed to effective joint work and service integration.*

Since last year's Youth Justice Plan the YOS Partnership, through the Brent YOS Management Board, has worked on the 4 recommendations in the HMIP Inspection report which focused upon Out of Court Disposals, Education provision and safe spaces to see young people. The responses to the 4 recommendations are addressed in section 8.0.

### 3.0 Context

- 3.1 The Crime and Disorder Act 1998 requires each local authority in England and Wales to deliver youth justice services in line with a statutory framework that outlines YOS responsibilities in relation to out of court disposals, court work, bail and remand, the assessment of young people who offend, the provision of court reports, the delivery of community interventions, and custody and resettlement.
- 3.2 The Brent Youth Offending Service (YOS) has a legal responsibility to co-ordinate and deliver youth justice services, as defined by the Crime and Disorder Act 1998 Sections 38 and 39, within the London Borough of Brent.
- 3.3 The principal aims of the service are to:
- Reduce the likelihood of young people offending or re-offending.
  - Protect children and young people.
  - Protect members of the public.
  - Ensure that sentences are served.
- 3.4 The YOS also focuses on achieving three Youth Justice Outcomes:
- Reduction in youth re-offending.
  - Reduction in the numbers of first-time entrants to the justice system.
  - Reduction in the use of youth custody.
- 3.5 A multi-agency Operational Group meets quarterly. It reports directly to the YOS Management Board.

### 4.0 Achievements

2020/21 was a successful year across the YOS partnership. This included the following highlights:

- 4.1 Overall good rating for the HMIP Inspection of Youth Offending Services in Brent (19/20)
- 4.2 Good ratings throughout the Youth Justice Board required self-assessment National Standard Review (strategic and operational elements) across the five Youth Justice National Standard themes: Out of Court Disposals, Court, Community, Secure Settings, and Transitions and Resettlement .
- 4.3 Positive response to the Youth Justice Board review of policies within the National Standard review

- 4.4 Positive responses from service users during the COVID period in June '20 involved a survey of 76 participants - 47 young people and 29 Parents - to gain feedback from service users about their experiences during the pandemic especially during the first period of lockdown. Results included 96% of young people stating that the YOS had helped prevent them from further offending, with 94% stating that they had not missed out on YOS interventions whilst in lockdown. More findings are recorded in section 10.8.
- 4.5 Maintaining a stable workforce of largely permanently employed staff. All staff have accessed training through the Brent Council CYP training programme and INSET training delivered through the Youth Justice Board. Three Team Managers are completing courses in systemic management and there is a case manager completing her ASYE (Assessed and Supported Year in Employment) as well as one who has completed the ASYE in 2020. In addition, the YOS has commissioned staff training for 2021 – 2022 to include specific training on Restorative Practice, Youth Justice Legal Training delivered by Just for Kids Law and Cultural Competency Training.
- 4.6 A revised version of the Youth Offending Service Handbook for YOS staff members (March 2020)
- 4.7 A revised version of the Youth Offending Service Volunteers Handbook to capture changes made to the support and guidance for panel members and reparation volunteers.
- 4.8 The establishment of a restorative justice lead within Brent YOS to engage with more victims of crime and encourage the further development of restorative justice approaches. This includes the Restorative Justice Improvement Group, which meets monthly and is chaired by the QA and Practice Development Manager. The police, court magistrate and YOS staff attend this meeting.
- 4.9 Focus on quality assurance and practice development with a dedicated manager to deliver on this agenda.
- 4.10 Maintaining a culture of learning within the YOS and a desire to improve casework practice with a more complex cohort. The YOS has been providing monthly practice development sessions since 2017.
- 4.11 Performance improvements. Long-term decline in the number of first-time entrants to the Youth Justice System. Brent's rate per 100,000 young people's rate currently stands at 320 (January '19 – December '19) which is a significant fall from 532 in the period April 2014 to March 2015. This represents however a rise from the period January to December 2018 (285).
- 4.11.1 Despite increasing levels of serious youth violence and gang involvement, the number of young people sentenced to custody has reduced from a high of 54 in the period April 2013/14, to 8 custodial sentences between October 2019 and September 2020 though, the latter small number will have been impacted by the lockdown periods / restrictions.

4.12 Increasingly close alignment and co-ordination of joint work with other Children and Young People services including the Family Solutions Service, Looked after Children Team, Localities Service, and the Accelerated Support Team.

## 5.0 Young People supported by the YOS

### 5.1 Brent Borough's Young People Profile (2021)

- 346,200 people live in Brent. It is the 6<sup>th</sup> largest Borough in London<sup>1</sup>.
- Brent is one of the most diverse local authority areas in the country with 78% of the total population from BAME backgrounds<sup>2</sup>.
- Brent's estimated child population aged 0-17 years in 2021 is 80,600 with the 10-17 population projection of 32,900
- Brent's child population represents 23% (0-17) and 10% (10-17) of the total Brent population, and 9% (0-17 population) 4% (0-17 population) of the London child population.

### 5.2 GLA Population Projection for 2021

	Projected Population 2021	
	Brent	London
Aged 0-17	80,600	2,105,000
Aged 10-17	32,900	874,700
All Ages	346,200	9,298,000

5.3 In 2019/20 the **YOS cohort** consisted of 176<sup>3</sup> young people. This is 0.5% of the Brent 10-17 population.

### 5.4 Brent YOS 2019/20 case level data

<sup>1</sup> GLA Population Projections, 2016

<sup>2</sup> ONS 2011 Census

<sup>3</sup> Youth Justice Board Data Summary



Brent YOS 2019/20 Case-level data															
Offences	Disposals					Offending population by ethnicity						Offending population by gender			
Total Offences	No. of Pre-court disposals	No. of First-tier disposals	No. of Community disposals	No. of Custody disposals	Total Disposals	White	Mixed	Asian	Black	Chinese or Other	Unknown	Female	Male	Unknown	Total
422	46	126	68	14	254	29 (16.5%)	12 (6.8%)	19 (10.8%)	97 (55.1%)	18 (10.2%)	1 (0.6%)	31 (17.6%)	145 (82.4%)	0 (0.0%)	176

- 5.5 In January 2021 there were 292 Looked After Children (LAC) – reduced by 15 compared to 307 in January 2020. Brent has a smaller LAC cohort than its statistical neighbours and less than the national average. In January 2021, Brent had a rate of 37.8 LAC per 10,000 children under 18-years. During the last three years (2017/18 – 2019/20) on average 54% of care leavers were known to be in education, employment, or training (EET).
- 5.6 Within an **overall YOS caseload** of 118 young people in February 2021, there were 22 LAC young people supervised by the YOS, compared to 25 LAC in April 2020 and 24 LAC in January 2019.

Overall, **Brent LAC young people** represented 18% (20) of the total number of Brent young people supervised by the YOS (114):

- 75% were male (68% in April 2020 and 79% in January 2019).
- 60 were aged 16 or 17 years (68% in April 2020 and 63% in January 2019).
- 50% were of Black African or Black Caribbean Heritage (64% in April 2020 and 63% in January 2019)
- 37% had committed a violent offence (76% in April 2020 and 46% in January 2019), 23% a drugs offence (32% in April 2020 and 58% in January 2019) and 9% committed a Robbery offence (24% in April 2020 and 27% in October 2019).

- Twelve looked after children, who had been in care for more than 12 months received a caution or conviction in 2019/20. Compared to fourteen looked after children, who had been in care for more than 12 months received a caution or conviction in 2018/19. The number for 2017/18 was twelve<sup>4</sup>.

5.7 **A snapshot of the YOS cohort in February 2021** showed that there were 118 young people known to the YOS for having received a court or police disposal or taking part in the Triage early intervention programme – this includes young people being care taken by Brent YOS and those placed out of borough.

- 57% were aged 16 or 17 years compared to 53% in February 2020 and 58% in February 2019
- 86% were male compared to 84% in February 2020 and 90% in February 2019
- 46% of young people from were a Black Caribbean or other Black Heritage Group compared to 63% in February 2020 and 60% in February 2019.
- 19%, inclusive of caretaking cases, were Looked After Children (LAC). 17% were Brent LAC.
- 24.3% were NEET (in academic years 12 and 13 and including young people residing out of Brent) compared to 29% in February 2020 and 23% in February 2019.
- 12% of the caseload were recorded as having an EHCP or Statement of SEN compared to 8% of the caseload in February 2020 and 7% in February 2019.
- The YOS cohort live across Brent although those wards with higher percentages are within Stonebridge, Barnhill, Harlesden, Queensbury, and Kensal Green. Young people residing in these wards represent over a third of the cohort. A significant proportion (almost a fifth) reside outside of Brent.

## 5.8 KPI performance

### Reoffending

The **binary rate of reoffending** is the official measure of reoffending and the proportion of 'reoffenders' who make up the total cohort. Brent's overall trend appears to be that of a significantly fluctuating reoffending rate. Brent's rate using the new three-month cohort method has seen a gradual decrease – 54.1 per cent (Oct – Dec '16) – 50 per cent (Oct '17- Dec '17) to 37.8 per cent (Oct '18 – Dec '18). This masks some fluctuations in between these periods rising to a high of 62.2 per cent in Jan – Mar '18 with the 3 subsequent reporting periods witnessing a drop to 37.8per cent. Using the more stable 12-month average, the rate has remained below 52.6% for the past 3 years.

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<sup>4</sup> Latest published data from the Department for Education

The reoffending data conceals **considerable variation in the levels of reoffending between different types of orders**. The HMIP Annual Report of youth offending services including Brent (2019 - 2020) reported in 16 Inspections involving 768 cases, Out-of-court disposals such as youth cautions and youth conditional cautions had a reoffending rate of 26.6 per cent in 2018, while youth rehabilitation orders (YROs) and custodial orders had much higher rates, of 61.7 per cent and 69.3 per cent, respectively. Brent's reoffending rates across these interventions– 19 per cent (Pre court) – 56 per cent (Youth Rehabilitation Orders) and 60 per cent custodial orders have some resonance with those for the PNC National figures.

The Brent YOS is using the **YJB reoffending toolkit** in a range of operational and strategic settings to better understand and respond to trends and patterns around repeat offending. A reoffending report prepared for the YOS Management Board in January 2021 explored several lines of enquiry from data and information in the YJB live reoffending tracker. Several recommendations were made including multi agency deep dive case audits – responding to substance misuse – speech and language – and educational issues – effectively managing transitions and resettlement episodes – improving proportionality factors and constantly listening to the voice of the child. These recommendations and related actions are included within the YOS Partnership Improvement Action Plan 2021-22.

### **First Time Entrants**

Brent's long-term trend shows a decline in the number of FTE's. Brent's rate currently stands at 320 (January 2019 – December 2019). This is higher than that of its YOT family and the London rate. The next reporting 4 periods will include the Covid-19 lockdown period when many courts were functioning at a reduced capacity so a further reduction in FTEs is likely. Whilst Brent's FTE rate is currently marginally above the YOS Family rate, both the London and YOS Family rates have risen in this period too.

### **Custody**

Despite continued serious youth violence and gang involvement, the numbers sentenced to custody has reduced from a high of 54 in the period April 13-14 to 8 in the latest period - October 2019 - September 2020. The Covid-19 lockdown has most likely affected this indicator due to court activity being limited but is in line with a marked reduction in recent years. It is likely that as the court system clears through the backlog created from the lockdown in 2020 these numbers are likely to increase. In March 2021, the number of children in custody has risen to 10 – this includes children who are remanded and sentenced.

Work to improve upon current performance relating to all three youth justice domains is outlined within the Youth Justice Improvement Plan 2021/22. The plan has been produced to align with the actions arising from the HMIP Inspection - findings of the National Standards Audit 2020 – (and reviews in 2020 – 21) recommendations within the Reoffending Report (January 2021) and the Disproportionality Action Plan. .

## 6.0 Case complexity within the YOS cohort

- 6.1 Nationally, Youth Offending Service case numbers have dropped. The reduction in case numbers in recent years does mask the growing number of challenges that the youth justice cohort presents particularly as regards risk of harm and safety and wellbeing issues.
- 6.2 By considering a range of risk and vulnerability factors, the complexity of the active YOS caseload was assessed at the end of each of the last four years. These classifications are made by the YOS case manager and sign off from their line manager within the case file. In recent years, the case classifications have increased with high or very high especially amongst the 16 -18-year-olds. Statistically, the 16-18 age band could be seen to be a slightly more complex / risky group. On average, across the 4 snapshots (time periods from March 18 – June 20) 66.6 per cent of 16-18-year-olds were rated as High or Very high compared to 61.2 per cent in the 10-15 age group. Interestingly when taken as an average, 13-year-olds present as the most complex / risky single year age group with 83.3 per cent rated as either High or Very High. However, the number of young people in this age group is small with just 12 cases across 3 snapshots. Analysis shows that 66% of young people in 2019/20 were either high or very high complexity, compared to 59% in 2016/17. During the COVID lockdown and restricted periods, assessments of young people have been more complicated to assess through online contacts, which highlights the importance of additional information from other family members and partners.

Complexity	Court Ordered Sentences by Complexity							
	No. of cases				% of caseload			
	2016/17	2017/18	2018/19	2019/20	2016/17	2017/18	2018/19	2019/20
Low	27	5	20	13	24%	3%	14%	12%
Medium	25	29	30	25	23%	18%	22%	23%
High	40	72	51	45	36%	46%	37%	41%
Very High	19	52	37	27	17%	33%	27%	25%
Total	111	158	138	110	100%	100%	100%	100%

## 7.0 Recorded crime in Brent

- 7.1 Between the financial years of 2013/14 to 2018/19, the total number of notifiable offences in Brent rose from 24,488 to 30,946, a 26.37% increase. The financial year of 2019/20 saw a reduction to 30,059. The following data is based upon data provided by Community Safety and relates to year-on-year changes between 2018/19 and 2019/20. It relates to Brent as a whole and not just the CYP cohort.
- A decrease in violence against the person offences – a reduction of 1.84%. Brent has the 6<sup>th</sup> highest number of violence against the person offences in London.
  - A decrease in drugs offences – a 4.53% decrease. Brent has the 9<sup>th</sup> highest number of drugs offences in London.
  - A decrease in robbery offences – a reduction of 3.6%. Brent has the 12<sup>th</sup> highest number of robbery offences in London.
  - A decrease in serious youth violence offences\* – 17.92%. Brent has the 17<sup>th</sup> highest number of serious youth violence offences in London. Please note that the classification of a serious youth violence offence used here differs from that used by the Youth Justice Board in the toolkit data presented above. In this context, serious youth violence offences are defined as any offence of Most Serious Violence or Weapon Enabled Crime where the victim is aged 1-19.
  - A decrease in knife crime offences – a reduction of 13.51%. Brent has the 10<sup>th</sup> highest number of knife crime offences in London.
  - A decrease in gun crime offences – a reduction of 18.45%. Brent has the 9<sup>th</sup> highest number of gun crime offences in London.
- 7.2 The **most prolific types of youth crime in Brent** are offences of violence against the person, drug possession and supply, robbery, and motoring offences. Serious youth violence involving the use of knives, sometimes associated with gang related activity and its links with drugs and county lines in Brent has increased the amount of statutory provision the YOS delivers to young people. This is due to the scaled approach to youth justice, which requires minimum levels in terms of contact, and support to increase or decrease in line with assessed risk - higher risk cases receive a greater degree of case management and oversight.
- 7.3 The Youth Justice Board produces a quarterly **Serious Youth Violence (SYV) Data Toolkit**. The toolkit shows trends in SYV offences, which are defined as any drug, robbery or violence against the person offence that has a gravity score of five or more. The latest version was published in January 2021 and contains data up to September 2020. The toolkit contains unpublished data intended for internal performance monitoring purposes and has been marked as sensitive so cannot be shared.
- 7.4 Data in the toolkit broadly supports the Police data, which shows that serious youth violence has improved, compared to last year. Whilst the toolkit does however indicate that robbery offences have increased significantly since 2016/17 there has been a significant dip during 2020 / 21, which is also echoed in the wider Police data. The COVID-19 pandemic has likely contributed to this decline as well as the overall fall in the SYV rate. The

conclusion of the data however shows overall a marked increase in the number of robbery offences. There has been a 63% increase from 38 offences (16-17) to 60 offences (19-20).

7.5 **Disproportionality:** Black African and Caribbean male young people are significantly disproportionately represented in the youth justice system in Brent. They currently represent 55 per cent of all young people in Brent who are known to the YOS. This compares unfavourably to the 28% of all young people from these heritage groups living in Brent according to the midterm 2011 census, though does represent a 31 per cent reduction compared with 2014 and 8 per cent with 2019.

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Ethnic group	2014	2015	2016	2017	2018	2019	2020	London PCC	Year ending March 2014 to year ending March 2020	Year ending March 2019 to year ending March 2020	2011 mid-year 10-17 population by ethnic group
									% change	% change	
Asian	41	36	21	17	11	11	19	322	-54%	73%	37.00 9,524
Black	140	151	144	133	114	106	97	1,468	-31%	-8%	38.00 8,237
Mixed	24	28	23	22	17	13	12	582	-50%	-8%	39.00 2,501
Other	4	10	28	29	23	13	18	244	n/a	38%	40.00 2,492
BAME	209	225	216	201	165	143	146	2,616	-30%	2%	41.00 22,754
White	43	51	42	37	46	26	29	1,292	-33%	12%	43.00 6,516
Unknown	45	5	11	11	7	6	1		n/a	n/a	42.00 -
<b>Total</b>	<b>297</b>	<b>281</b>	<b>269</b>	<b>249</b>	<b>218</b>	<b>175</b>	<b>176</b>	<b>3,908</b>	<b>-41%</b>	<b>1%</b>	<b>29,270</b>
	<b>10</b>	<b>16</b>	<b>22</b>	<b>28</b>	<b>34</b>						

								Percentage point change (1)				
Share of total	2014	2015	2016	2017	2018	2019	2020		% point change from year ending March 2014 to year ending March 2019	% point change from year ending March 2019 to year ending March 2019	2011 mid-year 10-17 population by ethnic group	
Asian	16%	13%	8%	7%	5%	7%	11%	8%	-5.4 pp	4.3 pp	33%	
Black	56%	55%	56%	56%	54%	63%	55%	38%	-0.1 pp	-7.3 pp	28%	
Mixed	10%	10%	9%	9%	8%	8%	7%	15%	-2.7 pp	-0.8 pp	9%	
Other	2%	4%	11%	12%	11%	8%	10%	6%	n/a	2.6 pp	9%	
BAME	83%	82%	84%	84%	78%	85%	83%	67%	0.5 pp	-1.2 pp	78%	

White	17%	18%	16%	16%	22%	15%	17%	33%	-0.5 pp	1.2 pp	22%
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## 8.0 HMIP Inspection

8.1 Brent Youth Offending Service was the subject of a 'single agency' HMIP Inspection during August 2019. The HMIP overall rating for Brent YOS was 'good'. Fuller details of the Inspection and findings were recorded within last year's youth justice plan. Brent YOS prepared an Inspection Improvement Plan, which covered the four primary recommendations made by HMIP. Actions have been taken to implement each recommendation and progress is monitored every quarter by the multiagency YOS Management Board comprising representatives from the local authority, voluntary sector, Police, National Probation Service, Brent CCG, educational settings, Youth Justice Board and Willesden Magistrates Court. Brief progress details are recorded under each recommendation below.

### 1. Review and monitor decision-making in out-of-court disposals, to ensure that there is no unnecessary criminalisation of children with high levels of welfare needs

The Brent Out of Court Disposal Panel (OOCDP) – formed in January 2019 - comprises local services including the Police, NHS Liaison and Diversion, Family Solutions, Restorative Justice, Children's Social Care and the YOS. The Panel uses YOS assessment information to inform decision making around risks, vulnerabilities, family support and other identified needs. Assessment information is also used to identify aggravating and mitigating factors that may increase or decrease an offence's gravity score (gravity scores determine which disposals are available). The OOCDP has met weekly – meeting virtually during the COVID period - and is jointly chaired by the Police and the YOS.

Brent YOS and the Police reviewed and revised the OOCDP Terms of Reference and operational procedures in November 2019 following the inspection. Vulnerabilities are now routinely explored as potential mitigating factors to be considered when determining the appropriateness and severity of disposals. Additional Social Care, Early Help, educational or mental health practitioners with specialist knowledge of a young person or their family are routinely invited to share their knowledge and views at panel meetings. The provision of wide-ranging professional opinion helps to ensure that disposals are proportionate to both the offence type and the capabilities of culpable young people.

Since the inspection, OOCDS have been monitored more closely to ensure that children are not unnecessarily criminalised. The North West London Scrutiny Panel meets every six months to scrutinize a sample of Borough Command Unit OOCDS. Brent was commended for its consistent practice and clearly evidenced decision making at the first meeting of the group.

An overview of post inspection performance was presented to the YOS Management Board in July 2020 and feedback was provided on the appropriateness of decision making in 51 cases. None of these cases were found to unnecessarily criminalise young people and decisions were being made in a collaborative manner. Police disposal recommendations were explored and challenged and there were several instances of a recommendation for a Youth Conditional Caution (YCC) being altered to a Youth Caution (YC) or Triage. In such cases, agreement was reached to issue a less serious disposal than initially recommended by the Police. Recent updates to the way the panel is working has included a set agenda for the panel to ensure minutes are consistent as well as an emphasis and discussion on the child's diversity, identity and cultural needs.

During October 2020, there was a number of OOCDC cases being referred back from the youth court and this was causing some complex issues with children admitting to their offences after appearing on a charge at court. Brent YOS recognised this as a reoccurring issue and have implemented a new system at Court with the CPS. If a young person admits the offence at court and it is agreed with the CPS that the case can be refereed back for an OOCDC then the CPS will complete evidence of their rationale and the young person will complete a section 10 statement. This has been particularly helpful, as it has given some children a further opportunity to admit the offence and receive a caution or triage.

## **2. Review the resources available to assess, plan and then meet the needs of children and young people who receive a community resolution**

A restructure of YOS management in January 2020 has led to increased management oversight of all aspects of OOCDC assessment, planning and delivery. Additional resources for community resolution provision have been obtained to create the capacity needed to improve assessments, allow better planning, develop a more varied interventions offer and increase family work. The YOS Management Board has sought continued commitment from partners to maintain this level of support given the high levels of risk being managed by the YOS - as identified within the inspection.

Additional staffing resources for OOCDCs as well as increasing family support provision has improved assessment and planning capacity as well as work with families and restorative justice options with victims. The assessment process has been improved through greater timeliness - so that interventions can be put in place at the earliest opportunity - and the inclusion of different assessment tools. A YOS review of OOCDC progress between December 2019 and May 2020 found that the new three-tiered assessment process allowed better analysis from wider sources of partnership information, enabling wider consideration of a range and variety of different provision to meet the personalised needs of young people

The criticism that there was an overreliance on what was described as a "one size fits all" approach has now significantly changed to witness a wider range of interventions including mentoring (Air Network), individual sessions with case officers, Family Solutions, Prospects (NEET) and ETE providers and individual sessions with the YOS Case Manager with Restorative Justice lead responsibilities. Mental health screening sessions with the NHS Youth Justice Liaison and Diversion (YJLD) worker are offered to all young people. Mental health assessments are either completed at the point of arrest at the Wembley Police Station custody suite, or at the Brent Civic Centre. In many cases the YJLD worker co-ordinates onward referral to CAMHS and other support services. Whole family support is maintained until cases are accepted and handover has taken place. Young people from BAME heritage groups are also referred to



the YJB funded COVID-19 pathfinder project, which ensures provision is targeted to those who need early, help support via mentoring or emotional wellbeing support.

### **3. Provide services to children and young people who are not in education, training, and employment**

Close oversight from the YOS Management Board has resulted in significantly improved outcomes for NEET Young people. This has been achieved operationally through intensive joint working between YOS, the education and training commissioned provider, Prospects, and the Virtual School for looked after children.

Staffing capacity has increased and there has been more directing and monitoring of provision. This includes:

- The formation of the NEET working group which now meets monthly to monitor cases and ensure plans are in place.
- Employment and training data from the YOS on a fortnightly basis so that interventions are put in place at the earliest opportunity and any children who have no recorded provision are flagged up
- Working closely with custodial units to ensure young people have a transition destination at the point of resettlement.
- Ensuring that Prospects Advisors are working closely with parents and YOS Case Managers, other professionals, and families.
- Deploying additional staffing when young people are already receiving support from a generic Prospects Advisor.
- The NEET group has extended its scope to include PLIAS employment adviser who can provide specialist support to those seeking employment and the construction CSCS card.

Operational oversight of NEET young people in the youth justice system is the responsibility of the **YOS NEET Working Group**. Membership of the Group consists of the Prospects Service Manager, YOS Deputy Service Manager, a Virtual School Officer, YOS Team Manager Prospects Officer and the Employment Adviser from PLIAS. All NEET cases are RAG rated, actions are set where required, and deadlines are issued at every monthly meeting.

The number of NEET young people known to Brent YOS is a relatively small but challenging cohort. Many have had negative educational experiences and a proportion are entrenched in lifestyles that are not conducive to EET - often because of exploitation, gang affiliation and disrupted educational history. However, the strategic approach adopted by Brent since HMIP inspected local youth justice provision, has shown that the number of good NEET outcomes will increase when services work in partnership. Quarterly monitoring and support from the YOS Management Board will ensure providers improve results further.

### **4. Provide suitable and sufficient places for children and young people to be seen and supervised**

The onset of the Covid 19 pandemic has delayed progress significantly. It has also impeded the ability to make firm arrangements with several community partners who expressed willingness to explore options for accommodating YOS provision.

Despite the many challenges caused by the pandemic, this recommendation will be implemented when Government restrictions on social interaction are lifted and community providers are able to offer customer care that is conducive to face-to-face partnership work.

Several options have been explored and solutions offered. The establishment of Family Hubs from existing Children's Centres will significantly increase the ability to offer youth justice services in child friendly settings. Brent River College Pupil Referral Unit and the Brent Youth Zone as well as new premises found by the Brent Foundation (YBF) provide other possibilities. Brent Strategic Property services and the local Police have been requested by YOS Management Board Chair to explore alternative, safe locations. Supporting more young people in the communities where they reside will contribute to better risk management planning and reduce the likelihood of incidents occurring because of lengthy commutes.

**8.2 The latest HMIP Annual report: inspection of youth offending services (2019-2020)** provides guidance to improve practice with an underlying focus about preparation for future inspections within the current regime by raising concerns around different themes within youth justice across the 16 areas (including Brent) inspected – some clearly linked to national priorities.

**The following areas have been highlighted through the annual report and many of them have associated actions included within the Brent YOS Improvement plan for 2021-2022**

1) Knife crime statistics show that **knife crime** continues to increase year on year – County lines drug supply activity and sexual and criminal exploitation of young people by older adults also remain real concerns and have continued during the pandemic as organised criminals adapted their markets and delivery methods to a COVID-19 world.

**2) Violent Crime** constituted 50 per cent of the court cases of the 16 services inspected – and represented 47 per cent of the cases in Out of Court Disposals. Girls were more likely to have committed offences of violence (67 per cent for females and 46 per cent for males). Boys were more likely to have committed drug offences (12 per cent for males and 3 per cent for females).

3) Significant **violence by children against parents** for example older boys against single mothers – becoming worse during the lockdown period.

4) Increasing numbers of post court cases (88 per cent) and 62 per cent of Out of Court cases presented a **medium or high risk of harm**

- 5) An Increasing proportion of all **first -time entrants** to the youth justice system are now coming into the system because of crimes serious enough to go straight into court (45 per cent in the year to March 2019, compared with 10 per cent in 2009). This is a concern, and suggests that these children are not getting adequate preventative interventions earlier on and needs to change.
- 6) An analysis of the quality of **supervision of children on YOT caseloads who are in local authority care**, for example shows that the quality of assessment, planning and reviewing of these cases was poorer than for children not in care on almost every standard. The quality of services was particularly weak for children placed in accommodation outside their local area
- 7) Inspections showed that **disproportionate numbers of Asian and black children enter the youth justice system** each year. These children were however receiving the same quality of service as white children, in terms of the quality of assessment, planning and delivery, with parents and carers equally involved from each group. YOSs must assume a wider role in advocating with other local criminal justice and children's services or education partners to deal with the underlying factors that may be causing disproportionality upstream, before cases reach the doors of a YOT - for example, in relation to exclusions from school or policing or sentencing practice.
- 8) Children were not always receiving their **legal entitlement to education** and this was not being addressed strategically. In five of the 16 inspected areas, we made specific recommendations to local authorities to improve education provision to children. Significant numbers of children had **education, health, and care plans**, but their identified needs were not always reflected in YOT assessments and casework. Too often, the education, health and care plan had not been obtained due to poor processes between the YOT and education departments.
- 9) There are concerns about the **support offered to children coming out of custody** - who often have complex needs and higher safety and wellbeing and risk of harm levels. Little progress has been made since 2015. From spring 2021, HMIP will be inspecting and rating every YOT that has had custody cases on the quality of its work with those cases.
- 10) Effectiveness of **YOS governance and leadership** could be improved through Management Boards by:
- a) Scrutinising partnerships
  - b) Fully understanding the needs of children at a strategic level
  - c) Being aware of the strategic priorities and their role in achieving them and
  - d) Ensuring partnerships, including education, prioritise, or meet the needs of YOS children.

11) **Management oversight** was less effective during the 2<sup>nd</sup> year of Inspection (2019-20). Where insufficient oversight was found it lacked rigour and challenge, did not offer clear direction, actions were not followed up, and there was no evidence that cases were escalated appropriately. There was minimal evidence of learning being used to drive improvement, and action to improve services was not taken when it was required. There was minimal quality assurance or evaluation of the services delivered.

12) Significant **increase in the time it is now taking from the commission of an offence by a child to their court hearing and sentence**. This is mainly due to the police process of 'released under investigation', with the removal of police bail sometimes resulting in children being released under police investigation for long periods, in some cases a year. Lengthy delays make assessment and interventions harder to complete – as memories of details fade – potentially increasing long-term anxieties for children – and difficulties about getting their lives back on track.

### Court Cases:

13) YOTs were good at **assessing, planning, and delivering interventions** in relation to desistance factors, but less good at doing this for safety and wellbeing and risk of serious harm factors. In fact, all aspects of managing risk of harm to others were assessed more negatively in 2019/2020.

14) As some YOSs move to more '**child-friendly**' plans, it appears that issues relating to risk of harm to others and safety and wellbeing are not being included in these plans, and elements of this important work are not being captured in the planning process. **Planning** was being written for what the child would do while subject to YOT intervention but did not specify the work the YOT and other agencies would also be doing to keep the child or the public safe. Importance here of clear, practical planning that would make a difference to the child or the victim, or potential victim. The importance of **intervention** work to address risk of harm concerns demonstrating protection of actual and potential victims. The weakest area of practice across post court orders was **reviewing** risk of harm to others. Reviewing did not always lead to necessary adjustments in the ongoing plan of work to manage and minimise the risk of harm.

### Out of Court Cases:

15) HMIP witnessed a 'postcode lottery' in the use of out-of-court disposals, with wide variation in the policies and processes that govern local schemes. Some areas had no limit to the number of out-of-court disposals a child could receive (Surrey) and other areas a strict limit of one of this type of disposal at any age from 10 to 18 years (South Tees).

16) YOS's were good at assessing, planning, and delivering interventions in relation to desistance factors, they were less good in relation to safety and wellbeing and risk of serious harm factors, with all aspects of managing risk of harm to others assessed as slightly lower in 2019/2020

**Assessments** often focused only on the immediate offence that had resulted in the out-of-court disposal, rather than on the child's previous history. They lacked a clear explanation for risk of harm to others and safety and wellbeing concerns.

**Planning** did not give sufficient attention to the needs and wishes of the victim.

**Interventions** are intended to be brief and low intensity but should still be personalised to the child and delivered well. Interventions need to protect the actual or potential victims.

There is **no national data on completion rates** for different forms of out-of-court disposal. This is a serious gap in our knowledge of their effectiveness.

## 9.0 Review of Youth Justice National Standards 2019-20

The Youth Justice Board required YOSs to assess how well they complied with new National Standards, which were revised in April 2019. The review in Brent took place between November 2019 and March 2020, across the five new Youth Justice National Standards themes. The review was led by members of the YOS Management Board. They were supported by YOS Managers and operational staff to form one small working group for each standard. The review covered strategic and operational practice. Summaries were provided in last year's Youth Justice Plan of the findings and responses to the Standards have been presented to the Youth Justice Board during 2020.

All the National Standards, Out of court disposals, at Court, the Community, in Secure Settings and Transitions were rated good for both the strategic and operational self-assessments. Results mirrored the good practice identified within the HMIP Inspection of Brent youth justice services in September 2019.

Reports on progress to address the review were presented to the YOS Management Board in June 2020, October 2020 and in April 2021. These related to National standard 1 OOSD's National standard 2, at Court and National standards 4 and 5 Secure Settings and Transitions. Both indicated that significant work had occurred to address the action points within the review.

Within the **Court National Standard**, progress report March 2021, actions centred around procedural improvements using the QA tool, provision of Victim Impact statements and improving magistrates' knowledge of practice through observation of the Referral Order panels/ YOS High Risk Panel. There was also a focus on improving quality through more detail in PSRs of a young person's early years, actions around ETE for LAC young people, capturing young people's views, use of parenting orders and the revision of the Court Induction Guide. Recent work to address disproportionality is also central to the development of PSR writing in the YOS. A presentation at the Disproportionality Workshop in February 2021 demonstrated the importance of telling the child's story and ensuring the court have an understanding of the experiences of all children – particularly in relation to the impact of gang related exploitation which many black male children who are with the YOS have been through.

Within the National standards on **Secure Settings and Transitions**, progress report October 2020, actions centred on the revision of the Resettlement protocol and the Resettlement and Aftercare panel. The panel is now based upon the 5 C's of Constructive Resettlement which are consistency, constructive, co-creation, customise and co-ordinated. In addition, there is a custody pack for parents when their son or daughter enters the secure estate. Furthermore, the Y2A programme for youth to adult transitions is used and there is the police involvement in both the resettlement panel and final custody reviews (where a child is due for release).

Any outstanding actions relating to the National Standards review will be addressed within this year's Youth Justice Improvement Plan

## 10.0 Case management and practice developments 2020/21

10.1 The HMIP Inspection included analysis and observations relating to **case management practice**. It reported how **assessments** were undertaken quickly and used a wide range of information sources to ensure a rounded and holistic view of the child and their circumstances including the impact of trauma, which many children and young people had experienced'. **Planning** was viewed to be a strong area of practice, which was coordinated by the YOS with the plans for children's social care and education, and demonstrated understanding of distinct and complementary roles and responsibilities. Partnership work at operational level was considered effective, especially between the YOS and children's social care. Information sharing is good. Children were able to access a **wide range of interventions and services** to understand why they had offended, the impact on other people, as well as interventions and services provided at a time that optimised the benefits of the work to the child. Case **reviewing** was an active and helpful process, undertaken by case managers, team leaders and partner agencies. The review of safety and wellbeing was not seen to be as strong as the reviewing of desistance and risk of serious harm and needed more attention. Reviews of desistance needs were timely. Reviews responded to changes in situations, and reconsidered motivation, engagement, and any barriers to achieving a crime-free life. Over the course of the year, the YOS has participated in number of practice development sessions, which have covered asset plus reviews, safety and wellbeing, risk of serious harm and planning. It is recognised by the management team, that focus on these core topics has to be delivered by internal training annually – this is in order to keep up with changes in practice, policy and emerging themes.

A number of case management considerations came out of the multi-agency YOS staff group focusing on the over representation of black children in youth justice. This group has been meeting every 6 – 8 weeks since August 2021 and emerged from reflective discussions following the Black Lives Matter movement in the summer of 2020. The group is chaired by the Service Manager and has focused on the following streams of work:

- The importance of work with parents whose children are in the YJS but for whom English is not their first language;
- Work in schools surrounding stop and search and awareness surrounding neurodevelopmental disorders and behavioural issues;
- Work surrounding identity and the trauma children experience as a result of discrimination;
- Training for the YOS team in cultural competency.

Additionally, work is being undertaken with the police to address barriers between the police and young people, and further work with the courts to work on sentences, and with defence lawyers surrounding the implications of no comment interviews. Much of this work was highlighted at the YOS Management Board Disproportionality Workshop in February 2021. This workshop gave YOS Management Board members an opportunity to listen to presentations from YOS team members as well as an overview of relevant data. The workshop resulted in an action plan, which focused on areas to address disproportionality and build on the work from the over-representation group. Action plan objectives have been carried forward into the YOS Improvement Plan 2021 – 2022.

Improving the quality and consistency of case practice was the principal feature of the **Brent YOS managers' workshop in February 2021**. Several key actions were agreed including:

- A consistent auditing approach,
- Pre-checks, prior to supervision around assessment, planning and intervention practice including adherence to quality and timeline standards especially for ROSH and SWB concerns,
- Changes to the quality assurance tools for asset plus.

10.2 There has been a steady and progressive response to **Out of Court Disposals** in recent years building upon the recommendations of the Inspectors and aligning with good practice. Inspectors saw overall that the quality of assessments and planning in out-of-court disposal cases was good: *"The OOCd procedures and processes in Brent were thoroughly reviewed in Jan'19 and again in Nov '19 in collaboration with senior managers from the local police, to align provision with the guidance from the OOCd HMIP Thematic Inspection in Feb'18 - the requirements of Domain 3 HMIP Inspection guidance and the findings of the HMIP Inspection of Youth Justice services within Brent."*

The new arrangements included an enhanced **multi-agency decision-making panel** with representatives from the Police, YOS, Early Help, and Social Care: "A ten – fifteen working day assessment period allows an opportunity to capture the voice of young people and their families at the earliest opportunity. A **rapid assessment tool** has been created to avoid the use of detailed Asset Plus assessment in circumstances where young people have presented as low risk and with minimal needs. An **additional OOCd Case Manager** who has been in post since March 2020 was recruited to provide greater assessment and planning capacity and this has enabled the Triage Officer with Early Interventions lead responsibilities to focus on youth engagement particularly with those young people who are at risk of non-compliance."

**External OOCd scrutiny** is provided by the North West London OOCd Scrutiny Panel, led by the Police. This meets every six months to scrutinise a sample of OOCds from Barnet, Harrow, and Brent. The panel consists of senior police, magistrates, Youth Justice Board representative,

MOPAC and YOS representatives. Feedback on Brent cases has been complimentary and there is reassurance amongst the partnership that the correct disposals are being administered taking into account the child's needs and offence type.

**10.3 Trauma informed training** has helped practitioners and managers to increase their knowledge and understanding of how early attachment, trauma and adverse life events can affect a young person's ability to engage effectively in youth justice interventions. Adoption of the method provides a psychology led approach to multi-agency case formulation and intervention planning. This allows YOS staff to tailor and sequence interventions more effectively according to the developmental and emotional / mental health needs of individual young people and is a key component in the ongoing struggle to tackle disproportionality. The training was delivered in 2017 / 18 and practitioners and managers would benefit from refresher training especially as there have been further developments across YOTs as regards its implementation and impact. There will be a renewed focus on trauma in one to one supervision and the inclusion of the trauma triangle into the supervision template.

**10.4** Work undertaken by the seconded **CAMHS Mental Health Practitioner** demonstrates that this is a critical role, particularly given the prevalent mental health issues within the youth offending cohort. This will have been heightened by the current pandemic where mental health concerns have been highlighted amongst young people. A high proportion of the young people accessing YOS may be perceived as having conduct disorder. However, upon further assessment from the mental health practitioner it often becomes known that a young person has more complex undiagnosed neurological conditions. Integrated CAMHS provision enables young people with attachment difficulties and emotional dysregulation to access a CAMHS service that otherwise would not be provided. A referral to outpatient CAMHS or inpatient CAMHS is made where necessary. The CAMHS Mental Health Practitioner also provides an important consultative, supportive, and training role for YOS Case Managers and helps with the early identification of emotional health and learning needs in YOS young people where those needs may not have been previously recognised.

**10.5** The NHS England funded **Liaison and Diversion scheme in Brent** offers mental health screening to young people held in police custody at Wembley Police Station. The CNWL employed Youth Justice Liaison & Diversion (YJLD) practitioner identifies any unmet mental health needs of young people and refers on to appropriate agencies. In Brent, the YJLD practitioner liaises closely with the NHS Intellectual Disability Liaison & Diversion Practitioner to assess young people who display symptoms of ADHD, ASD, Learning Difficulties and Disability. If the young person displays symptom the L & D practitioner will meet with their carer to obtain the young person's developmental history, which helps to determine whether the young person meets criteria for further assessment.

If a further assessment is required, a referral is made to the **Intellectual Disability Liaison & Diversion Practitioner** who, together with the L & D practitioner will meet the young person for further assessment. A report will be produced which is given to the family and all the professionals involved in the case. The report provides recommendations on how to support appropriately the young person based on their additional needs. Following the assessment, the young person will be referred to the appropriate agencies, where necessary. The reports are also used by court to determine the sentence for the young person. This service has helped young people, families, and professionals to understand the person's behaviour and to give the



young person the support that is needed. There has been a recognition of more support needed particularly, in terms of speech and language to children in the YOS. This will be included in the YOS Improvement Plan 2021 – 2022.

**10.6** Support for **NEET young people** known to the Youth Offending Service in Brent has increased in line with HMIP recommendations. This work is led by educational provider Prospects in close partnership with the YOS. The NEET Working group meets monthly and is chaired by the YOS Deputy Service Manager. The purpose of this meeting is to ensure all cases are discussed, RAG rated and a plan agreed for each child. The Working Group is attended by Prospects, the Virtual School, YOS and PLIAS (resettlement and employment charity based in Brent). NEET data is shared on a fortnightly basis with Prospects by the YOS Information Manager. This allows Prospects to compare this data with the local authorities West London CCIS database, which identifies young people who are NEET across the whole of Brent. Having these young people registered as NEET on the CCIS database is essential to the ongoing support young people would receive both while they are on an order and having finished an order, as NEET young people are consistently followed up until the age of 19 (or up to 25 with an EHCP) by the Connexions Service. Locality advisers following up their NEET caseload also speak to the YOS NEET worker about young people to ensure a coordinated approach to support. Having the NEET data from the YOS allows Prospects to directly approach caseworkers in cases where referrals have not taken place.

**10.7 The Prospects Service Manager** has an overview of the NEET group and will prompt case managers to input destinations appropriately. For example, they have identified new NEET young people from the information provided and upon contacting the caseworker have found this not to be the case. This supports the process of accuracy in recording. Similarly, they are reporting cases that are not recorded as NEET so Child View can reflect this, and referrals are encouraged. Additional resource has been allocated to the YOS service with another NEET adviser and a greater distribution of cases being spread amongst the Prospects NEET Team. Due to COVID, much of these employability sessions have been delivered one to one on a virtual platform. As a result of the NEET, working group and other changes there has been a stabilisation the NEET data with an average monthly rate of between 21% and 25%.

### **10.8 Responding to the pandemic and recovery from COVID-19**

We anticipate that the Government Road Map over the next few months leading into June will begin to unlock opportunities to work more flexibly with our young people adhering to the government and local authority procedural and safety requirements. Discussions will need to take place around changes to provision in anticipation of the loosening of Covid 19 restrictions in line with the Children and Young People 2020/21 Department Recovery Plan, and the early Help Service Recovery Plan, both of which organise actions into four key areas: Restore, Retain, Reinvent, and Remove.

**Restore;** A key objective for YOS within this theme is supporting contracted services to resume direct delivery of provision to young people, such as substance misuse and mentoring. YOS is exploring these issues with local providers EACH (substance misuse), Air Network (mentoring), Brent Centre for Young People (clinical psychologists), NHS (YJLD), Westminster Drugs Project, and Prospects (NEET). The YOS is ready to restore face-to-face work with

families and young people following the lifting of lockdown and subject to a Covid-19 risk assessment review with each family. Home visits for high-risk children continued during lockdown however as restrictions decrease the YOS will be able to offer more appointments within the civic and at family wellbeing centres.

**Retain;** The YOS will continue to see more families virtually than had previously been the case prior to the lockdown. This has proven to be a contact method that is popular with parents and carers. This will allow additional delivery as home visits will remain mandatory for all cases and new cases that have not been visited will need to be prioritised.

**Reinvent;** face to face, interventions that been adapted or adopted so work can be delivered remotely will continue to be used. For instance, the YOS has revamped the Weapons Awareness and Victims Awareness Programmes, and there are plans to do the same with the police led Crime Presentation for young people receiving out of court disposals. However, it is recognised some children have struggled to participate in one to one work delivered on a virtual platform. Many children despite having support with laptops and WIFI access have not participated as well as they would have in a face-to-face intervention. In these cases, the YOS team have had to be flexible with how the work is covered using much more discussion-based interventions rather than written worksheets. The use of videos where young people can watch and then discuss the topic has worked well as most have access to a smart phone.

When the COVID 19 outbreak started in March 2020, Bren, Council implemented contingency planning immediately to ensure young people received supervision when social distancing regulations placed limitations on how support services could be provided. The YOS worked closely with partners to ensure that changes to service provision met local needs and all staff were remotely based once the lockdown was announced. A contact recording form was created to give managers oversight of all contacts by type. A list of the 21 highest risk young people was created. A home visit-screening tool was created to determine which of these young people required face-to-face visits. Accompanying safe visiting guidance was issued. All other high-risk young people were supervised by the telephone or other digital media. Feedback from young people via the **COVID -19 SURVEY – June 2020** - has largely been positive about this form of supervision. However, it is not ideal for a minority of young people whose learning needs are better suited to face-to-face contact. Existing safeguarding arrangements continued as normal over these periods. From June 2020 YOS staff and the seconded Probation Officer took part in an Early Help rota which allows up to 10% of the work force that want to work occasionally from the Civic Centre to do so in line with Council Recovery planning measures that maintain social distancing and safeguard staff. The third lockdown in January 2021 led to a further review of home visits and children. In January 2021 there were 14 – 16 home visits being undertaken. This gradually increased as the lockdown has been replaced by an easing of restrictions. Currently CAMHS and Liaison and Diversion appointments are conducted face to face. Those children coming in for their Youth Conditional Cautions (YCC's) to be signed are also completed face to face.

The **COVID -19 Survey** highlighted the importance of engaging with young people, listening to their views, and building relationships to help promote positive outcomes. Obtaining the views of young people has been emphasised in recent years across social work and youth justice practice especially

within HMIP Inspections of Youth Justice services. This was particularly important during the COVID 19 period when it was anticipated that lockdown restrictions would have a detrimental impact upon young people generally. A survey of 47 young people (29 during 2019) and 29 parent/carer surveys were completed - totalling 76 participants. The YOS annual survey was completed in the last 2 weeks of June 2020. The aim of this survey was to gain feedback and capture the young people's and parent / carers unique experience of the YOS under the COVID-19 pandemic whilst under lockdown, their views of the YOS and staff they interacted with as well as their knowledge of their court order or pre court disposal.

### Findings included:

#### Contacts & Communication

- 98% stated that their Case Manager **contacted** them at the agreed date and time set for their appointments and did what they said that they would do
- When asked how often they would like to be contacted 70% said that the contact was about right, 26% said less and 4% said that they would like more
- The majority had access to Wi-Fi, 29 had access to a smart phone and 28 had access to a laptop. 98% also stated that they preferred to be contacted via phone

#### Interventions – planning and activities

- 91% of the young people had been involved in creating their **intervention plan**
- **Interventions** - A range of 27 options were listed and young people could select as many options as possible, which were applicable to them. The intervention that was most selected by young people was consequential thinking (27) and decision making (20), followed by general discussion (18), then substance misuse (16). Education and training applications, peers /friendship work and *working on my offence* were selected 11 times.
- Most young people (96%) surveyed felt that the YOS had supported them to prevent further offending / re-offending, which is an increase of 7% from last year's 89%.

#### Overall Satisfaction

- 94% did not feel as though they had missed any part of their YOS intervention whilst in lockdown, the remaining 6% thought that they had missed substance misuse session, face-to-face contact, housing support and reparation.
- In terms of satisfaction whether their plans were being met, on a scale of 0 – 10, ten being that their plan was fully met, nearly 1/3 of young people surveyed rated this with a 10.

#### Parent / Carer Survey

### **Contacts and communication**

- All parents had access to Wi-Fi and 90% preferred to be contacted via phone
- 69% stated that they were received regular updates about what was happening concerning their child's intervention. Approximately 2/3 of the parents were able to specify what intervention was taking place with their child. In 2/3rds of cases, this was a substance misuse intervention.

### **Services received**

- The service that most parents received was support around substance misuse and counselling support. When asked what had gone well 15 out of 29 parents stated that everything was going well
- When asked if there was anything that we can offer that we do not offer now there was a variety of responses including: Job /apprenticeship opportunities, offering sessions in school around Criminal Behaviour, information about school activities and housing support

### **Overall Satisfaction**

- Most parents felt that their children were well supported by the YOS
- When asked how we could improve support for the child - the results varied from more youth clubs to better communication with other agencies.

10.9 **Youth Court** listings were reduced to one day per week during March 2020 and a joint court rota was created with Barnet and Harrow – the other Willesden Magistrate Court users. Brent YOS based a team at court one day per week and additionally attended court as and when required. Brent received positive feedback from District Judges for its commitment to supporting young people at court in person throughout the lockdown and restricted periods. Many youth court cases were adjourned following lockdown. This created a build-up of "delayed" casework. An increasing number of young people released under investigation by the police may have added to the anticipated post pandemic spike in YOS casework. During July and August 2020, the YOS identified children who were on remand but have turned 18 during this period and were still awaiting sentencing. The YJB performance advisor escalated these cases within the Ministry of Justice. These cases were prioritised and resulted in one young person's charge being dropped due to a positive NRM and the other was sentenced to an intensive community order and then transferred over to Probation. The court duty at Willesden Magistrates has been running as a face-to-face contact throughout the lockdown periods in November 2020 and January 2021. The YOS has observed an increase in the number of children (Brent and out of borough) who are attending court since August 2020 when courts became fully operational again and the backlog of cases from the March 2020 started to be cleared. This backlog is still being cleared today and the number of cases being processed on a Brent Youth Court day has gone from an average of 11 before lockdown to an average of 18 since August 2020.

10.9 **Referral Order Panels** operated virtually. Young people, volunteers and families have responded well to the changes. Guidance was re-issued in April 2020 to support the process, which has been running on Zoom. Volunteers have also attended group supervision on a virtual platform as well as had their formal training, which was completed in April 2021.

10.11 The YOS **Risk, Safety and Wellbeing Multi-agency Risk Forum** the **Resettlement and Aftercare Forum** both occurred virtually every month. **Weekly Out of Court Disposal Decision Making Panels** also operated remotely.

10.12. Support is offered remotely by **partners** including St. Giles Trust, Air Network, EACH Brent, WDP, Prospects and CNWL (YJLD).

10.14 The Brent seconded **CAMHS Practitioner** supported young people remotely and undertook face to face visits where required. Essential provision accessible through emergency arrangements at Monks Park clinic.

10.15 The **NPS seconded Probation Officer** has worked remotely, and supported young people face to face and at their home or court throughout the Pandemic. Initially there were some delays in the transfer of children from YOS to Probation however following the easing of restrictions in summer 2020, the transitions panel and other arrangements are still in place. Probation and CRC and also continued to operate virtually,

## 11.0 Strategic partnerships

11.1 The HMIP Inspection was complimentary about Brent youth justice partnership arrangements: *"The placement of the YOS in Early Help promotes a focus on early intervention, reflecting the widespread recognition that it is better to identify and deal with problems early rather than respond when difficulties have become acute and demand action by statutory or more intensive services."*

11.2 Serious youth violence, gangs and knife crime are prominent issues in Brent. Strategic governance is delivered by the Safer Brent Partnership, and operational leadership and management through the leadership of the Children and Young People's department and Early Help service. *Inspectors noted that: "This arrangement effectively links criminal justice responsibilities with safety and wellbeing considerations."*

11.3 Inspectors also found that: *"The YOS partnership approach demonstrated strong leadership, high ambitions and aspirations for children, a focus on practice outcomes, and evolving systems to improve the work of the service."*

11.4 *The Brent YOS Youth Justice Plan is informed by and linked to The Brent Borough Plan – 2019 – 2023 – 'Building a Better Brent'*

*The Head of Early Help is a member of strategic partnerships that include:*

- *The Early Help and Prevention Board*

- *Youth Justice Board Heads of Service meetings*
- *Pan London Assistant Director Network*
- *Association of YOT Managers (AYM)*

*Managers within the YOS contribute to local partnerships including:*

- *Willesden Magistrates Quarterly Court Meetings and Magistrates Training sessions*
- *Contextual Safeguarding Strategic Group.*
- *Entry to Care Panel*
- *Inclusion Strategic Board*
- *MAPPA*
- *Borough Violence Reduction Delivery Group*
- *Exploitation, Violence and Vulnerability Panel*
- *CAMHS Transformation Group*

11.5 **Family Wellbeing Centres** became operational towards the end of 2021 and offer a range of universal services and targeted support for families with 0-18-year-olds, in partnership with Council, health and voluntary sector partners.

11.6 Close alignment of **work undertaken jointly with Children and Young People colleagues** has been key to the declining numbers of first time entrants to the youth justice system and a decreasing number of young people remanded to custody or local authority care.

11.7 The **Resettlement and Aftercare Panel**, chaired by the YOS Deputy Service Manager, comprises representatives from Children and Young People service areas including the YOS, Care Planning, Family Solutions, Locality Teams, and Commissioning and Resources Team (CRT) as well as the police, the custodial setting representative and Prospects. The group meets monthly to ensure that the accommodation and wider needs of young people due to be released from custody are identified and planned for in a timely and transparent fashion.

11.8 The **YOS and LAC Managers Meeting** was established in May 2017 to consider complex cases with meetings every three months which require senior manager oversight and additional support. Membership includes Team Managers from Care Planning Team.

The Group's Terms of Reference includes the following three aims:

- To ensure correct information is exchanged about offences, court dates, placement changes, release dates.
- To ensure there is a management oversight of Looked after Children who are subject to youth justice interventions.

- To resolve any difficulties or barriers in relation to Looked after Children who are also offending.

**11.9 Early Help** has made a significant contribution to training. All YOS staff have been trained to work with Families as Lead Professionals. Staff have received Signs of Safety training and the approach has been adopted as part of the YOS Risk Management Panel, for staff supervision, and for mapping complex cases. All frontline staff have undertaken the trauma informed training working with young people whose life chances are affected by traumatic experiences that professionals often fail to recognise.

11.10 The YOS contributes to **Social Care strategy meetings** wherever required and routinely shares risk, court outcomes, and other information needed to keep children and young people in the criminal justice system safe. There is a comprehensive and annually updated Protocol between the YOS and Children and Young People Social Care. This includes clear processes relating to young people in police custody, the use of Appropriate Adults, Looked after Children and young people remanded into Local Authority Accommodation. There continues to be close working relationships between YOS and social care colleagues. The YOS attend the Entry to Care Panel to ensure YOS input into decision about children coming into care. YOS are involved in discussions on children involved in contextual harm and are present in peer mapping events. In February 2021, following the murder of a 16-year-old boy in Brent the YOS was involved in a number of peer mapping, complex strategy meetings and safety planning meetings to ensure the risk to children is managed.

11.11. The YOS works closely with the **Family Solutions Team**. Family Solutions has four main teams across the borough supporting families with 0-18 years, by whole family working. This approach aims to address the underlying issues, which affect family functioning, and offers a range of interventions to develop resilience to withstand family crises in the future. It is represented on, and refers families to, the Early Help Panel. Parenting provision now includes a group work offer and staff have been trained to deliver the Strengthening Families Strengthening Communities programme. The provision of 2 dedicated 0.4 FTE Family Solutions Key Worker for the YOS Triage programme and other preventative work offers families support that can be used to prevent their children and young people from entering the criminal justice system. A focus of this work are families where there are younger siblings.

11.12. The YOS is developing strong partnership links to the **Young Brent Foundation** – which is now represented on the YOS Management Board. Regular meetings between the YBF Chief Executive and YOS identified joint training, shadowing opportunities, and regular referral meeting as joint priorities. The Young Brent Foundation have been commissioned to deliver cultural competency training to the YOS in 2021.

11.13. The YOS benefits from a **St. Giles' Trust mentor** within the team.

11.14 The YOS is a member of the **Exploitation, Violence and Vulnerability Panel** which coordinates the sharing of information between partners about young people at risk of sexual or criminal exploitation and harmful sexual behaviour trafficking or modern slavery and those that are missing, to ensure identified risks are appropriately managed.

11.15. The **Brent YOS Risk, Safety and Wellbeing Multi-agency Management Risk Forum** meets monthly to manage the risk, and safety and wellbeing of high-risk young people.

11.16. The YOS benefits from well-established partnerships with **agencies within the voluntary sector** including:

- **Brent EACH:** A counselling and Support agency sited at Brent YOS. EACH delivers high quality counselling services and support for young people receiving Triage (no further action) outcomes. As part of whole family working, parents, carer(s) and siblings are also offered support.
- **WDP: Drug and alcohol charity** WDP have contributed the equivalent of 1.0 FTE advice, assessment and treatment support for Brent young people who are known to the youth justice system and have been affected by drug and alcohol problems. Services are delivered at the Brent Civic Centre, WDPs two facilities in Brent and within the local community.
- **Brent Centre for Young People (BCYP):** Offers a range of psychotherapeutic mental health interventions, designed specifically for young people who offend and who often struggle to engage with mental health services.
- **Air Network:** Working in collaboration with the Early Help, Accelerated Support Team, Air Network provide community based out of hours' youth mentoring. Air Network received increased funding during 19/20 from the YJB to increase capacity particularly at weekends.
- **St. Giles Trust:** Gang affected mentoring for young people involved in or at risk of criminal exploitation.

## 12.0 Internal programmes and interventions

12.1 The YOS has developed or accessed several programmes to address **desistance and offending behaviour**. The pandemic has affected, upon the nature and frequency of delivery however, worksheets and access to offending behaviour programmes has still been used by case managers.

12.2 **One to one and group work YOS programmes and interventions cover a range of themes.** There has been a list of resources developed for one-to-one work and these are available in the resources area on the 4th Floor of the Brent Civic Centre as well as on the YOS Shared Drive (Resources and Interventions). These include:



- 12.3 **Victim Awareness** group work and one to one programmes include 'Think Victim', 'Letter of Apology Programme', 'Writing Wrongs' 'What Have I Done?' Restorative justice support is provided where there is a direct or indirect victim contact. The programme has been adapted for virtual one to one sessions during the pandemic and a work guide is available to staff.
- 12.4 **Offending Behaviour / Risk / Safety interventions** include What's the Score? (YRO Game)', 'Practical Interventions for Young People at Risk, 'Safety Mapping work (Contextual Safeguarding), Positive Choices (1:1 programme), and 'Street Wise' interventions covering a range of offending behaviour / risk factors. Peer influences. Targets for effective change – covers all areas of offending behaviour work.
- 12.5 **Decision and Consequences interventions** include One to One 'Smart Thinking Programme', 'Streetwise – 'Doing Time' – The Impact of Custody', and 'Think First Programme' as well as the Crime presentation CD, Choose a different ending, Cannabis man, stop, and search. Values worksheet, and Desert Island
- 12.6 **Anger and Emotional Management** interventions include one to one 'Hitting Back' Anger Management Programme, Moods Cards, 'Don't Let Emotions Run Your Life Teens' and the Wheel of emotion
- 12.7 **Weapon and Knives interventions** include 'Behind the Blade' and 'Bite the Bullet', Relationship and Peer Groups / Gangs - 'Streetwise Gangs Education Programme', 'Streetwise Drug Dealers Education Programme', 'Working with Gangs Toolkit', 'and Safety mapping'
- The **8-week Weapons Awareness Programme** for children and young people covers:
- Information about the law and weapons
  - Knowledge of how being a victim of offences affects people.
  - Knowledge of how weapons can affect society (which you are a part of)
  - Learn new ways to deal with conflicts
  - Learn about the physical and mental health consequences of weapons offences
  - Learn about how convictions for weapons offences have affected other people.

This has now been adapted for virtual one to one use including lesson plans on each topic: Why carry knives - The impact of knife crime - Consequences of your actions - Conflict resolution - Victim support - Knife crime and the law - Friendship groups - Evaluation

- 12.8 **Teen Talk** is a Youth Health Education Program that provides services for young people from a harm reduction and prevention education perspective. It focuses on sexuality, reproductive health, body image, substance use awareness, mental health, issues of diversity and anti-violence issues and adheres to the belief that by providing youth with accurate, non-judgmental information – encouraging interactive discussions using

pictures / information on cards – so that they can make healthier decisions and choices for themselves. This programme is used for the younger age group of children.

12.9 Jointly delivered **group work** – this has not taken place due to the pandemic and will be planned once the restrictions have been lifted.

- **Your Life You Choose:** YOS team members run a workshop with other partners at local schools aimed at year 7's.
- **Crime Presentation:** Police Officers and YOS run this session covering crime, consequences, weapons and stop and search aimed at those who are first time entrants.
- **Victim Awareness Group:** Brent Centre for Young People and YOS initiative aimed at those who are first time entrants
- **Discussion Group:** Brent Centre for Young People counsellors run an open discussion group for young people to discuss feelings and emotional regulation.
- **Driving Awareness Workshop:** Groups run for young people who have committed a related driving offence. The workshop is run with a DI from the Traffic Unit and a member of the YOS team.
- **Bike Workshop:** Young people work on bicycles in need of repair.

### 13.0 Learning from serious incidents

- 13.1 Since 2017, the YOS has submitted ten Critical Learning Reviews (CLRs) to the Youth Justice Board on young people who had committed serious offences whilst under YOS supervision. Whilst there is not a mandatory requirement any longer to provide CLRs or ELRs (Extended Learning Reviews) to the Youth Justice Board – the Brent YOS Management Board have been keen to continue this practice – providing learning over the course of the YOS supervisory process rather than just the weeks preceding the offence(s). In 2020 – 2021, there were four young people charged with murder, one was found guilty of manslaughter, one was acquitted and there are two young people awaiting trial for murder. One of these children was subject to a CLR in December 2020.
- 13.2 CLRs are approved by senior managers, with resulting actions followed up within the YOS under the oversight of the YOS Management Board.
- 13.3 Themes include housing issues, social media concerns, non-school attendance, escalating risks during period of transitions, good practice issues within case management and most recently a need for the experiences of children impacted by COVID 19 to be included to demonstrate how the pandemic has affected their education, involvement in violence and exploitation.

## 14.0 Youth Justice Board – Strategic Plan 2021 - 24

**This strategic plan was published in March 2021 and underlined its Child First strategic approach and central guiding principle,**

**‘Our ambition is to operate in a Child First system.** We recognise that this is a long-term goal, which will extend beyond the lifespan of this plan – however, it is at the heart of who we are. We will focus our efforts on improving existing systems and influencing policy and practice at this current time. Our work is directly informed by an evidence base, which sees a strengths -based approach as being most effective in supporting the best outcomes for children and preventing offending and reoffending<sup>11</sup>. Children in contact with the justice system have untapped potential which could benefit society, particularly as we recover from the effects of the 2020-21 COVID-19 pandemic. We will convey what the Child First evidence base looks like in practice and will work with sector partners and academics to develop this picture. Our understanding will support Ministers and policy makers to build systems aimed at delivering better outcomes for children. We will continue to provide guidance on national standards and develop case management operational guidance for the sector. We will use every opportunity to influence others to ensure that children’s needs are at the front and centre of system improvement’.

## 15.0 Key actions for Brent in 2021/22

The key priorities for actions within the YOS Partnership 21/22 centre upon areas identified within this Youth Justice Plan – the Youth Justice Board Strategic Plan – HMIP Annual Report 2019-20 of youth justice inspections – and any outstanding actions from the Brent HMIP Inspection (2019) and National Standards review (2019/20). The focus will largely be upon **resettlement – disproportionality – reoffending and concerns around serious youth violence (particularly the rise in recent years of robbery offences)**. A full list of these actions – at both a micro and macro level of activity - will be detailed in the Annual Youth Justice Improvement Plan 2021/22 - which will be presented to the YOS Management Board in April 2021.

### 15.1 Resettlement & Transitions:

The resettlement agenda has been highlighted within the HMIP Annual Inspection report 19/20 of youth justice services as an area across YOTs that needs improvement and where HMIP Inspections will particularly focus their attention - especially the support to young people coming out of custody and LAC YP out of Borough.

- YOS to continue its participation within the **London resettlement partnership** and implement any learning opportunities
- Implementing within the YOS the five characteristics that have been identified as key to **effective and constructive resettlement** and sustainable support - Constructive; Co-created; Customised; Consistent and Co-ordinated and thus help assist a child’s identity shift from pro-criminal to pro-social.

- Maintain the **Brent YOS - Resettlement & After Care Meeting** as a focused approach – to assist planning – help prepare and support transitions from custody into the community and ensure attention to Licence conditions – accommodation – and support on release. Cases will also be discussed at the Entry to Care Panel, professional meetings, strategy meetings.
- Review our **resettlement procedures and processes** following release from custody and regularly audit custody cases
- **Transitions to probation / from custody** – transitions are usually periods of vulnerability and stress for children moving from a secure unit to a YOI as well those moving from a YOI to an adult custodial facility. Probation currently operate the OMIC (Offender Management in Custody) system. A young person who is due to turn 18 will be allocated, a Probation Officer within the secure estate and will complete all the assessments and paperwork. In Brent YOS, this has affected the children who have been serving long-term sentences.

## 15.2 Reoffending

Reducing reoffending has proven to be the most difficult youth justice objective to achieve in Brent. A YOS analysis of reoffending, was undertaken and presented to the YOS Management Board in January 2021. The paper included several recommendations to consolidate and expand upon current practice:

- Case managers will continue to **supervise young people** in line with national standards and principles of good practice outlined by HMIP.
- Further training to be provided to case managers to apply **principles of the trauma informed approach** more fully within their supervision of young people and increasingly utilise multiagency case formulations especially with high-risk young people in both the community and custody.
- The YOS will continue to use the **YJB reoffending tool kit** to provide live tracking of the reoffending cohort, improve offending analysis, and reshape interventions and tackle the disproportionate number of young people in the youth justice system from Black Caribbean and Black African Heritage Groups
- Ensure **CPRM's** are being held promptly within the start of the Order to ensure the **voice of the YP**.
- Increase the number of the YOS Cohort in **Employment Training and Education**
- Ensure that young people's **education, health, and care plans** and related identified needs are reflected in YOT assessments and casework.
- Improve the quality of **assessment, planning and reviewing** for children in Local Authority Care - particularly for children placed in accommodation outside of their local area
- While **Plans** include what the child would do while subject to **YOT intervention** they need to specify what work the YOT and other agencies would also be doing to keep the child or the public safe.
- The **sequencing of targets / interventions** will be monitored by management through the QA process – in line with the requirements of trauma informed practice.

- **Early offending at the outset of orders.** Commencing contact with young people on a voluntary basis as soon as a Referral Order is made at Court should be considered prior to the Referral Order Panel. This would help to build relationships – motivation – momentum and begin work on the intervention plan for the order. Camden YOT who secured an ‘Outstanding’ judgement from HMIP implemented this practice and they reported seeing some reductions to their re-offending rates within the referral order cohort.

### 15.3 YOS Governance and Leadership

The Brent HMIP youth justice inspection report (2019) was positive about the leadership and management of the YOS being clear and accessible, focusing on service improvement and working to a proven evidence base. This section provides actions to strengthen our governance and leadership – and provides actions to improve both our capacity, understanding of the youth justice cohort and our evidence-based service provision.

- HMIP state that the **governance and leadership of YOT management Boards** could be improved through Management Boards:
  - a) Scrutinising partnerships
  - b) Fully understanding the needs of children at a strategic level
  - c) Being aware of the strategic priorities and their role in achieving them and
  - d) Ensuring partnerships, including education prioritising, or meeting the needs of YOS children.
- **To help our understanding of themes and patterns and links with interventions** - *conduct a multi-agency ‘deep dive’ of several cases of prolific offending young people – known currently / previously to several agencies – to assess where intervention might have improved – more effective – missed – lacked coordination across agencies. What essentially can we learn across partner agencies within the wider partnership?*
- **To help our understanding of themes and patterns and links with interventions** - *conduct a multi-agency ‘deep dive’ of several cases of prolific offending young people who have been able to desist from offending for a period and / or involved in less serious offending / evidence of positive outcomes. What essentially can we learn across partner agencies within the wider partnership?*
- **Continue to target specific high risk/ vulnerable individuals at panels** – linked to ‘spread’ of offences amongst young people who have committed substantial numbers of offences.
- **Celebrate when young people who have been high risk / vulnerable at panels are removed from panels** through successful interventions and highlight learning.
- Review the work of **WDP** in terms of its engagement, intervention and outcomes in working with children and young people. The review will look at how the WDP operates in terms of its practice and approaches with young people, what outcomes it is achieving, its alignment with the YOS and general capacity issues, with one worker at the present time.

- Review how **speech and language provision** operates in terms of its practice and approaches with young people in the YOS and what outcomes it is achieving. Exploring whether - within existing resources - the focus should be upon working with a small group of young people with an additional focus on assessment, intervention and training of YOS staff.
- The **NEET working group** through its RAG rating enables resources to be more effectively directed and focused liaison with schools to occur. It is important that this group reports to the YOS Management Board on a regular basis about any challenges and problems that may require a strategic focus.

#### 15.4 Reducing Disproportionality

The Brent YOS partnership has been proactive in exploring ways to address the overrepresentation of Black heritage group young people within the youth justice system. Several approaches have already been established.

- A **working group** has been formed utilising a multidisciplinary approach to improve outcomes for Black heritage group children with agreed streams of work: working with colleagues at court; being part of the magistrates training; work with RJ and the courts. Progress remains good despite the impact of COVID-19.
- **YJB's BAME COVID pathfinder** – started in October 2020 - is providing a comprehensive and focused preventative response. This includes a research programme especially focused upon COVID-19 and the impact on young people of BAME origin, an outreach project led by the voluntary sector to engage communities with children most at risk and a young people's community project. A Young People's panel informs all work.
- All panels across youth justice are being vigilant and focused to address disproportionality. For instance, **multi-agency resettlement panels**, held prior to court cases, are considering the good practice 5 Cs of resettlement, to come up with a customised, robust community alternative to custody.
- AROC (At Risk of Custody Meetings) for children and young people who are at risk of a custodial sentence. The AROC meeting brings together professionals in the child's network to ensure there is a robust community proposal for the court to consider – managing risk, meeting underlying need and tackling desistance. As black children are disproportionality sentenced to custody it provides the YOS with an opportunity to mitigate this as much as possible.

#### Specific Actions within the reoffending report (January 21) to help reduce disproportionality

- All partner agencies to actively support Brent's BAME COVID pathfinder and encourage the involvement of community groups and young people within the various aspects of the project.

- Improving data - More consistent and strengthened data capturing and sharing arrangements among youth justice partners would facilitate enhanced analysis of over-representation to better inform policies and services so they address the issues and deliver positive outcomes for BAME children and young people in the Youth Justice System. A brief audit to see which agencies can provide relevant data / information in this area would be helpful.
- More robust use of live tracker re disproportionality to explore patterns & trends around reoffending & their association with ethnicity to respond and reshape provision accordingly
- The MPS 'Turning Point' pilot programme started in Brent from January 2020. It is a deferred prosecution scheme with the intention of reducing disproportionality in youth justice outcomes. The project allows out of court disposals to be available to young people who do not admit guilt or provide 'no comment' interviews. This reduces the risk of young people entering the Youth Justice System for minor offences when they do not appreciate the consequences of no comment interviews, which then often lead to an automatic charge. Young people who successfully complete Turning Point do not receive a criminal record for the offence they have committed. To date numbers involved in the programme have been small, as few Brent young people have met the random sampling criteria. The Project Manager has attended the YOS Management Board to provide an overview of the programme and impact so far, she has also attended an OOC Panel as well as the YOS Team Meeting

Brent YOS held a **disproportionality workshop** attended by several agencies in February 2021. The aim of the workshop was to come up with ideas and creative solutions to tackle the issue of disproportionality across the partnership. Over representation was clear particularly amongst Black Heritage Group young people so it was important to distinguish between ethnic groups within discussions of disproportionality. The evidence presented suggested that the harsher the sentence a child receives, the more likely they are to reoffend. When Black children systematically receive harsher sentences, this then compounds the issue. Case studies shared by case managers at the workshop highlighted the importance of support for the family, not just the young person, and how early identification of neurodevelopmental disorder also increases the chance that a young person will be willing to engage with the diagnosis process.

The following **key actions** were agreed at the workshop:

1. **Early intervention:** developing a workshop offer to schools in Brent, which will focus on 'stop and search' and an understanding of the criminal justice system as well as increase awareness and understanding of the impact of neuro disabilities such as ADHD on those in education. In addition joint work with the Inclusion service and Education Welfare to monitor children missing education - where there is a focus on monitoring those who are at risk of being exploited by gangs and county lines.
2. **Response to exclusion especially around primary school / year 7 age groups:** the YOS Management Board agreed they would like to look at exclusion rates and how schools can be supported to make alternative decisions.
3. **Remand data:** Broken down by offence to include like for like offences by ethnicity and then by outcomes. We will then need scrutiny panels to compare whether for the same offence; Black Heritage Group children are receiving different outcomes.

4. **Speech, Language, and further support to address neuro disabilities at an earlier age:** a Clinical Commissioning Group YOS Management Board Member agreed to develop this further with YOS staff to have mechanisms within Brent to support children at an earlier stage who are showing signs of ADHD and ASD.
5. Listening to **young people's voices** and providing alternatives to crime, especially around educational access, that enthuses them. A proposal for a music workshop at community based music workshop is being developed.
6. **Deep dives: YOS Management Board members to be involved in deep dives** to examine cases and consider if anything more could have been done

Brent YOS will continue to identify methods to **tackle disproportionality** and work with agencies within the wider partnership. These currently include the live tracking of cohorts, training around cultural competency and greater integration of therapeutic approaches. Strengthening partnerships with community groups through increasingly aligned work with the Young Brent Foundation has facilitated the adoption of local expertise that has helped reduce disproportionality in the Brent youth justice system.

### 15.5 Serious Youth Violence (SYV)

Serious Youth Violence research (March 2021) presented at the YOS Operational Group, showed the importance of a continued focus upon SYV and related themes around county lines – drug possession and supply and child exploitation. The Youth Justice Board has recently published Youth Justice Statistics for 2019 to 2020 highlight that **Violence Against the Person accounted for 31% of all proven offences by children**. A small proportion of these offences (4%) had a higher gravity score of five to eight reflecting seriousness. Almost all offences concern children who have been let down or exploited and all involve victims, many of whom are children themselves.

- The YOS will continue to utilize the Youth Justice Board **Serious Youth Violence toolkit** and community safety data to help its analysis of patterns and trends of serious youth violence and improve and develop provision accordingly.
- The YOS will support the **BCU Robbery Strategic Group / police led interventions** to continue to reduce robbery offences committed by young people in Brent.
- Continue to develop **practices that safeguard children** who have been exploited and/or victimised through serious youth violence, including making referrals to victim support and other support services such as Rescue and Response.
- Some **wider analysis** of robbery offences, (linked with current plans to address wider reoffending), involving multi-agency 'deep dives' – to see what learning can be gained about the needs and characteristics of those young people committing robbery offences and what interventions can make an impact.



## 15.6 Early Intervention / Prevention

Two of the Brent HMIP Inspection (2019) recommendations related to the Out of Court Disposal scheme. Brent YOS has made significant progress in this area as reported by the Head of Early Help, Children and Young People to the Safer Brent Partnership (October 2020)

- The link between the **prevention agenda and reduction of FTEs** has been strengthened by the improvements to the Out of Court Disposal scheme and access to provision afforded to the YOS by being embedded within Early Help. The YOS has built upon this and formed new voluntary sector partnerships. It has found new ways to collaborate with Young Brent Foundation to tackle disproportionality and support community groups to improve the quality of life for young people known to be at risk of criminal exploitation and offending.

## 16.0 Structure

16.1 Brent **Youth Offending Service** is located within the Children and Young People Directorate and forms part of the Brent Early Help service area. Reporting to the Head of Early Help, the YOS Service Manager has overall management oversight of 24.6 FTE staff members. This includes a management team comprised of a Deputy Service Manager Quality & Practice Development Manager and five Team Managers.

16.2 The following **lead areas and responsibilities** are shared across the management group:

Quality Assurance, Interventions, Safeguarding - Mental Health - Public protection – Partnerships – Court - First-time entrants - Early interventions - Pre-court disposals - Data quality - Specialist interventions – Reoffending – LAC - Group work – Families - Probation – Education - Employment and Training - Intensive Supervision and Surveillance - Referral Order Panel - Restorative justice – Victims – Volunteers – Court – Custody – Resettlement – Bail and Remand

16.3 **Resources and value for money:** YJB funding will be used exclusively for the delivery of youth justice provision, aligned to effective practice and the achievement of the three youth justice core outcomes:

- Reduction in youth re-offending.
- Reduction in the numbers of first-time entrants to the justice system.
- Reduction in the use of youth custody.

## 16.4 Staffing

YOS Staff 2020/21		
Post	FTE	Funding Source
Interim Service Manager	1	YJB/Brent Council
Operational Manager	1	YJB/Brent Council
Quality & Practice Development Manager	1	YJB/Brent Council
Team Leaders	5	YJB/Brent Council
Restorative Justice Lead	0.8	YJB/Brent Council
Case Managers	13	YJB/Brent Council
Data Quality Officer	1	YJB/Brent Council
Family Support Key Worker 1	0.4	YJB/Brent Council
Family Support Key Worker 2	0.4	YJB/Brent Council
Early intervention Officer – Triage	1	MOPAC
<b>Total</b>	<b>24.6</b>	

The **service wide YOS staff group** of 24.6 FTE is supplemented by the following 10.0 FTE secondments and colocation arrangements:

Post	FTE
Police Officer	3.0
NPS Probation Officer	1
Prospects Employment Advisor	1
CAMHS Practitioner	1
YJLD Liaison and Diversion (CNWL)	1
WDP Substance Misuse	1

EACH Family Support and Substance Misuse	2
St Giles Gangs Mentor	1
<b>Total</b>	<b>11.0</b>

#### 16.5 **Staff** by gender and ethnicity

<b>Gender</b>	<b>Total</b>
Female	27
Male	11
<b>Total</b>	<b>38</b>

<b>Ethnicity</b>	<b>Total</b>
BAME	24
Prefer not to say	0
White	14
<b>Total</b>	<b>38</b>

#### 16.6 **Volunteers** by gender and ethnicity

<b>Gender</b>	<b>Total</b>
Female	12
Male	4
<b>Total</b>	<b>16</b>

<b>Ethnicity</b>	<b>Total</b>
BAME	8
Prefer not to say	0
White	8

<b>Total</b>	<b>16</b>
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16.7 Compliance with the **minimum staffing requirement** set out in the Crime and Disorder Act 1998

Brent YOS has the following multi agency staffing as required by the Crime and Disorder Act 1998:

	<b>Gender</b>	<b>Total</b>
Police Officer		3
Probation Services		1
Education Worker		1
Health Worker		2
<b>Total</b>		<b>7.0</b>

16.8 **Brent Police** continue to provide a continuous staffing contribution that exceeds the minimum statutory requirement of 1.0 FTE. There are 4 Police Officers – although 1 post is a job share.

16.9 **Education provision** is funded by the Brent Direct Schools Grant. In addition to the provision of a YOS manager with dedicated education responsibilities, an additional four Team Managers have crosscutting responsibilities to produce good educational outcomes for school aged young people. Prospects employment service has a careers advisor based within the YOS with additional staffing deployed when demand is high.

#### 16.10 YOS Partnership Budget 2020/21

<b>Agency</b>	<b>Cash</b>	<b>In-kind Contributions</b>	<b>Partnership Funding</b>	<b>Total</b>
Brent Council	£694,370	£182,800	-	£724,370
Police	-	£120,000	-	£120,000
National Probation	£5,000	£50,000		£55,000

Health (NHS)	-	£100,000	-	£100,000
Public Health		£45,000		
MOPAC	£58,232	-	-	£58,232
YJB	£447,695	-	-	£447,695
Other: Direct Schools Grant (DSG)	£114,000	-	-	£114,000
<b>Total</b>	<b>£1,319,297</b>	<b>£497,800</b>	<b>£5,000</b>	

## 16.0 Risks to Future Delivery against Youth Justice Outcome Measures

Brent's commitment to ongoing youth justice improvement and innovation is resource dependent. We are confident of achieving our ambitions for 2021/22. This is part of a longer-term decrease in funding, during which Brent has worked creatively and flexibly to protect and improve frontline service provision. There is however little capacity to absorb further reductions. Therefore, if funding contributions diminish further in 2021/22, there is a very real risk that this would prove to be an impediment to the current concerted partnership effort to reduce serious youth violence and improve outcomes for young people in the criminal justice system.

### Approval and Sign-Off

Signed:



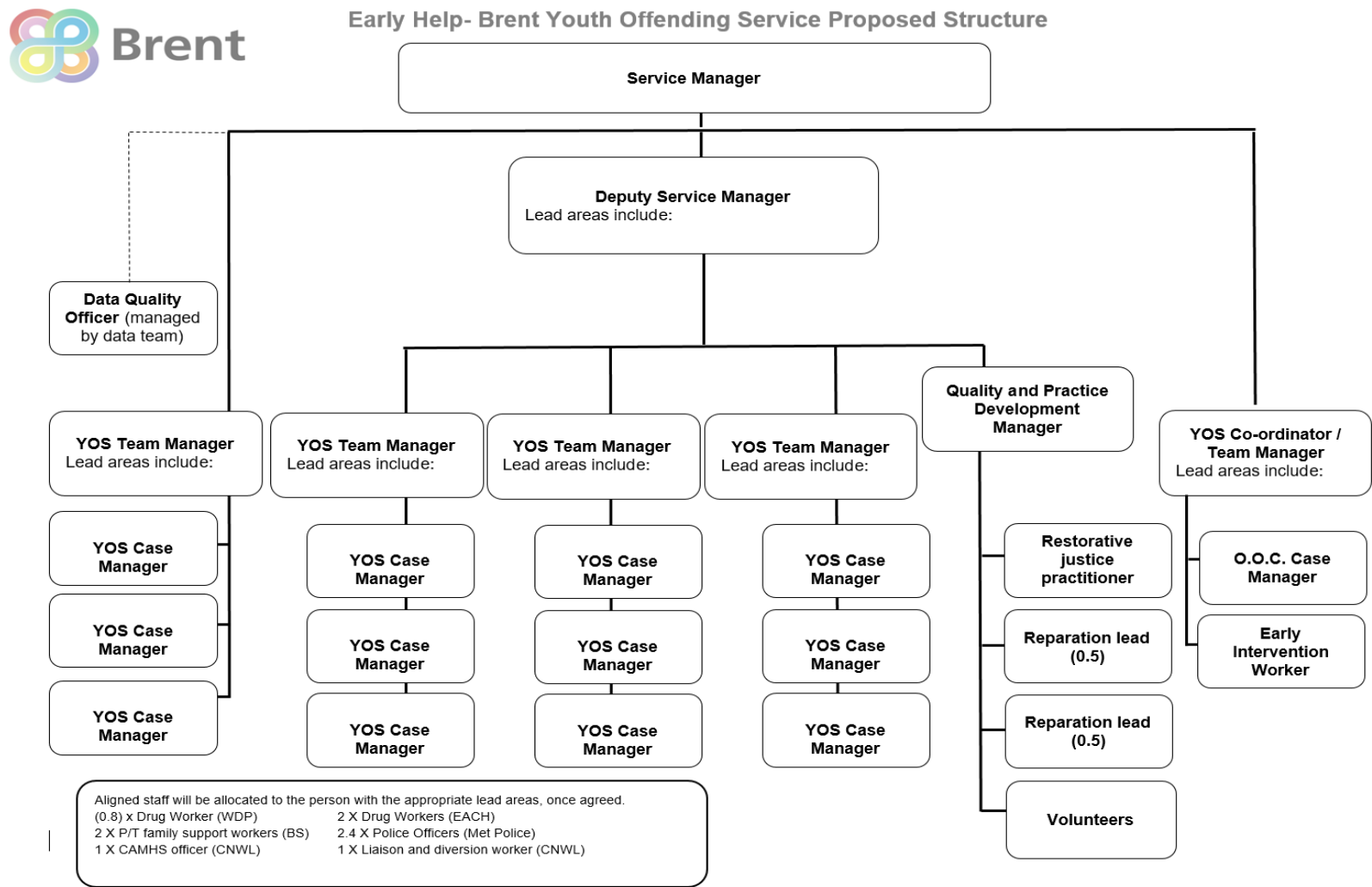
Date: **28/06/2021**

Name: **Nigel Chapman**

Position: **Operational Director – Integration and Improved Outcomes**  
**Children and Young People – Brent Council Chair of the YOS Management Board**



Appendix 1: Youth Offending Service Structure Chart 2020-21



## Appendix 2: Partnership Arrangements and Aligned Work

Partner/Service Area/Agency	Partnership Engagement
National Probation Service	YOS Management Board membership.
	Performance meetings between Brent NPS / CRC and YOS.
	Transitions Panel for YOS to Probation / CRC cases
	Operational joint supervision and oversight of 1.0 FTE seconded officers.
Social Care	YOS Management Board membership.
	Case conferences
	Resettlement and Aftercare Meeting
	Case management joint work
	Service leads/management joint work
	Exploitation Violence and Vulnerability Panel
	Entry to Care Panel
	Brent Family Front Door
	YOS / LAC monthly meetings
	Contextual Safeguarding Strategic Group
	Risk, Safety and Wellbeing Multi-agency Management Forum
	Brent Integrated Risk Management Meeting (IRM)
WDP	Substance misuse, emotional health, and sexual health referrals.
	Key worker provision/ meetings with YOS and WDP management
	Risk, Safety and Wellbeing Multi-agency Management Forum
EACH Counselling	Professional supervision.
	Progress reviews involving EACH Chief Executive and YOS Service Manager.
Prospects	Progress reviews involving Prospects Manager and YOS Deputy Service Manager.



Partner/Service Area/Agency	Partnership Engagement
Family Solutions/Working with Families	YOS Management Board membership.
	Early Help Senior Leadership Team.
	Resettlement and Aftercare Meeting.
	Case management joint work.
	Service leads/management joint work.
	Family Solutions Panels.
	Parenting Forum.
	Risk, Safety and Wellbeing Multi-agency Management Forum
	Working with Families Operational Group
Community Protection	YOS Management Board membership.
	MOPAC
	Exploitation Violence and Vulnerability Programme
	Risk, Safety and Wellbeing Multi-agency Management Forum
	Sharing Data and Intelligence
Youth Justice Board	YOS Management Board membership.
	Serious Youth Violence Reference Group
	YJB Effective Practice
	YJB Workforce Development
Public Health	YOS Management Board membership.
Willesden Magistrates Court	YOS Management Board membership.
	Court User Meetings
	Magistrates Training Sessions
Brent LSCB	LSCB Performance Group.

Partner/Service Area/Agency	Partnership Engagement
Police	YOS Management Board membership.
	O OCD Joint Decision-making group
	Operational joint supervision and oversight of 3.0 FTE equivalent seconded officers.



	<b>Resources and Public Realm Scrutiny Committee</b> 10 November 2021
	<b>Report from the Assistant Chief Executive</b>
<b>Information Report: Brent Climate &amp; Ecological Emergency Strategy Update – Year one delivery plan (2021-2022)</b>	
<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	One Appendix A – Brent Climate Festival 2021 Programme
<b>Background Papers:</b>	None
<b>Contact Officer:</b>	Tom Welsh Climate Emergency Strategy Manager <a href="mailto:tom.welsh@brent.gov.uk">tom.welsh@brent.gov.uk</a> 0208 937 6607

## 1.0 Purpose of the Information Report

- 1.1 The purpose of this information report is provide an update to the Resources and Public Realm Scrutiny Committee on the progress being made on the first year (2021-2022) delivery plan set out within Brent's Climate and Ecological Emergency Strategy, which was adopted by Cabinet and formally put into action at the Cabinet meeting in April 2021.
- 1.2 The report also attaches the current iteration of the Brent Climate Festival programme for the Committee's information.

## 2.0 Recommendations

- 2.1 That the Committee note the information provided in this report and is assured of progress being made on the first year (2021-2022) Brent Climate and Ecological Emergency Strategy delivery plan and other associated relevant actions.
- 2.2 That the Committee note the Brent Climate Festival 2021 programme attached as Appendix A, and also note that events, times and locations are subject to

change and being updated accordingly in real-time via the council's website ([www.brent.gov.uk/brentclimatefestival](http://www.brent.gov.uk/brentclimatefestival)).

### 3.0 Context

- 3.1 Brent's Climate and Ecological Emergency Strategy consists of five key themes and priorities which were developed following extensive engagement with Brent residents, and through aligning ourselves to similar London-wide goals – positioning Brent in the best position possible to do all that we can to respond to the climate and ecological crisis. These five themes and their long-term objectives are listed in section four below.
- 3.2 It is important to re-iterate, as was outlined on page 35 of the Climate and Ecological Emergency Strategy, that taking action on the climate emergency as soon as possible this year is not limited to the delivery of the 23 actions contained within this year one delivery plan. This is a fast-moving and salient agenda, and the strategy document made clear that should external funding or other opportunities become available during the course of the 2021-2022 financial year that these would be taken forward where possible. This has proved to be the case, and there are relevant updates on pieces of work provided below which were not initially listed within the 2021-2022 delivery plan.
- 3.3 A full year's progress report and adoption of a new delivery plan for 2022-2023 will be provided to council's Cabinet in spring 2022.

### 4.0 Progress to date during 2021-2022

#### **Theme 1: Consumption, Resources and Waste**

- 4.1 The long-term objective of this theme is: *'By 2030, our communities will be living more sustainably: consuming less of the products and materials that accelerate climate change, whilst also wasting less of the world's natural resources. This behaviour shift will have helped to cut Brent's consumption emissions by two-thirds, and drive a substantive reduction in the amount of household waste produced within the borough'.*

Table 1

<u>Delivered so far in 2021</u>	<u>In progress – expected to complete in 21-22</u>
<ul style="list-style-type: none"><li>• New Council Procurement Sustainability Policy delivered and live</li><li>• Circa 500 new internal food waste caddies delivered to Brent Housing Management blocks</li><li>• At least 299 brand new recycling bins delivered to sites on Brent Council Estates this year</li><li>• Placement of first sustainability apprentice via council's Apprenticeship scheme to a local low carbon circular economy company</li><li>• Second Brent Environmental Network Webinar: A Beginner's Guide to the</li></ul>	<ul style="list-style-type: none"><li>• Retrofitting / Electric Vehicle charge point installations skills embedded into courses at United Colleges this academic year</li><li>• Local Green Skills Centre development and feasibility, expected location: Willesden Green</li><li>• Two-day virtual Green Skills Summit on 18-19<sup>th</sup> November to be delivered as part of Brent Climate Festival 2021</li><li>• West London bid, including Brent, submitted to the Mayor's Green Skills Academy</li><li>• Brent Community Cookbook – containing plant-based, or food-waste saving recipes from 20 Brent residents to promote</li></ul>

<p>Climate Emergency: Food and its Impact! delivered for Brent residents</p> <ul style="list-style-type: none"> <li>Digital Food Waste Campaign - increase 117% over the course of the campaign (compared to the same dates in the previous year) from 332 to 719 caddies ordered</li> </ul>	<p>environmental sustainability in cooking – to be launched on 9<sup>th</sup> November 2021 as part of Brent Climate Festival 2021</p> <ul style="list-style-type: none"> <li>Additional phases of food waste caddy roll-out – including to registered providers and private flats</li> </ul>
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## **Theme 2: Transport**

- 4.2 The long-term objective of this theme is: *‘By 2030, petrol and diesel road journeys will have at least halved in the borough, being driven as close as possible to zero, with an accompanying increase in journeys made by residents through cycling, walking or public transport’.*

Table 2

<u>Delivered so far in 2021</u>	<u>In progress – expected to complete in 21-22</u>
<ul style="list-style-type: none"> <li>Detailed consultation on Brent’s 33 School Street Schemes</li> <li>Implementation of new 1.5km temporary cycle lane on Harrow Road between the triangle and A406 North Circular Road</li> <li>3 cargo bike trials and case studies delivered in Harlesden – Sparks, Crazy Baker and Harlesden Mutual Aid</li> <li>School Travel Plans via TfL STARS travel plan programme - 24 gold accreditation, 2 silver accreditation, 5 bronze accreditation</li> <li>First Brent Environmental Network Webinar delivered - A Beginner’s Guide to the Climate Emergency: ‘How Travel is Changing to Beat Climate Change’</li> <li>Facilitated and promoted local community events on cycling for Bike Week in May</li> <li>Ran an anti-idling campaign which continues to educate motorists about the harmful effect on local air pollution of idling in a car</li> <li>Introduced new engine idling guidelines for staff and contractors and took the #EnginesOff pledge</li> </ul>	<ul style="list-style-type: none"> <li>Plans for further five trial Healthy Neighbourhoods following in-depth consultation with residents which is currently being undertaken by Living Streets</li> <li>Purchase of council’s own cargo bike, and development of engagement/loan scheme for interested businesses</li> <li>Awarded £700k funding award from Department for Environment, Food and Rural Affairs (DEFRA) to make Willesden a designated Clean Air Village</li> <li>Developing a new Corporate Travel Plan for Brent Council staff – which will have sustainability at its heart</li> <li>390 new Electric Vehicle charge points</li> <li>50 new bike hangars</li> <li>Open consultation on review of Long Term Transport Strategy</li> <li>Open consultation on creation of a new Air Quality Action Plan for Brent</li> </ul>

## **Theme 3: Homes, Buildings and the Built Environment**

- 4.3 The long-term objective of this theme is: *‘By 2030, as many homes and buildings in the borough as possible will be more energy efficient, be powered by renewable sources, and be resilient to future adverse weather events caused by climate change - and we will do all in our gift to achieve an average Energy Performance Certificate rating of ‘B’ in directly owned council stock’*

Table 3

<u>Delivered so far in 2021</u>	<u>In progress – expected to complete in 21-22</u>
<ul style="list-style-type: none"> <li>• 3.1% on year reduction in council's own emissions from our corporate estate, streetlights and fleet</li> <li>• 68 proposed installations in Brent on properties for phase 4 of the Solar Together programme</li> </ul>	<ul style="list-style-type: none"> <li>• Secured £3.2m of funding to improve the energy efficiency of 16 council-owned buildings across our estate in 2021-2, plus an additional £500k from the council's Strategic Priorities Fund for LED lighting upgrades as part of this work. A contractor has been appointed and is on site undertaking surveys, with work due to start following completion of this process</li> <li>• Part of a West London consortium which has secured £4.7m for the region to retrofit homes for those on low incomes in fuel poverty, plus an additional £1m for Brent specifically in the second phase of the project</li> <li>• We are on site for our first home energy retrofit pilots in the council's own stock – due to complete this calendar year</li> <li>• £200k obtained from Strategic Priorities Fund for Zero Carbon Schools Project (energy efficiency surveys and 5-7 deep dive pilots alongside young people engagement)</li> <li>• Planning work for retrofitting as part of Tower Block works (Kilburn Square, Manor etc) due on site in December/January as part of wider refurbishment work</li> <li>• Draft Supplementary Planning Document – Sustainability in design and construction, in development</li> <li>• Comprehensive Net Zero Council Estate Plan being developed</li> </ul>

### Planning and New Build Developments

- 4.4 In preparation of this report, it is understood that Members' requested further information on the role of planning and new build developments within the context of the council's plan to reach net zero on a borough-wide basis by 2030. This reflects similar comments made during the consultation phase of the draft Climate and Ecological Emergency Strategy, whereby an additional page 'Delving Deeper: Planning, construction and new homes' was provided on page 24 of the final strategy document.
- 4.5 The council's draft Local Plan sets out a significant level of development to be brought forward across the borough. Brent is expected to provide 29,150 new homes up to 2029 along with the necessary supporting infrastructure. It is important that future development is balanced alongside ecological well-being, responding to the climate emergency and meeting objectives to improve health and well-being. Policies within the draft Local Plan together with the London Plan form part of the Council's approach to ensuring new developments have

high standards of environmental performance, responding to future needs and requirements.

- 4.6 New developments can be typically be more energy efficient and provide more opportunities to incorporate sustainability measures at the design stage which will help to ensure they are able to respond to meet changing future needs and requirements and reduce carbon emissions. This includes for example how the design of the building/site can support mitigation and adaption measures, the incorporation of on-site renewable energy generation such as the use of solar technology, recycling the materials used for construction and by building users throughout the lifespan of the development.
- 4.7 In addition to the draft Local Plan the Council is also preparing a sustainability standards supplementary planning document which will provide further guidance and detail on how to implement policies in the Local Plan in relation to all aspects of climate change. It will look at ways in which we can, through new development, create a resilient and efficient Brent. The document will focus on a range of measures such as sustainable design and construction methods, opportunities for on-site renewable energy generation, ensuring design is climate resilient, promoting forms of sustainable movement and incorporating green infrastructure. Incorporating such measures into development proposals will not only help to tackle climate change within the borough but also improve air quality and bring a number of economic and social benefits.

#### **Theme 4: Nature and Green Space**

- 4.8 The long-term objective of this theme is: *'By 2030, Brent will be one of the greenest, most biodiverse and climate-resilient boroughs in London with our residents better connected to nature'.*


Table 4

<b><u>Delivered so far in 2021</u></b>	<b><u>In progress – expected to complete in 21-22</u></b>
<ul style="list-style-type: none"> <li>• Developed internal business intelligence team mapping of Green Infrastructure in the borough</li> <li>• Delivery of a new beehive as part of the exciting regeneration plans for Carlton Vale Boulevard. Professional training was also provided to five residents on how to become a beekeeper</li> <li>• Sustainable dog waste stations are being trialled across Brent and sponsored by eco-green communities</li> </ul>	<ul style="list-style-type: none"> <li>• New Green Infrastructure Vision 2030 for the borough</li> <li>• New Climate Resilience Plan for the borough – providing an initial risk register and action plan for adaptation to climate change in Brent</li> <li>• 520 new street trees due be planted this year – reporting due in Q3/Q4</li> <li>• Improvement work towards a new Biodiversity Centre at Welsh Harp Reservoir</li> <li>• New rain garden at Silver Jubilee Park</li> <li>• New biodiversity information boards in parks</li> <li>• Pesticide reduction trial in Roe Green Village</li> <li>• Mini Forest Creation in one of Brent's parks, in partnership with supportive local organisations and Brent residents</li> <li>• Development of a community verge management scheme</li> </ul>

	<ul style="list-style-type: none"> <li>• Installation of new bee and bug hotels in the borough's parks</li> </ul>
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## **Theme 5: Supporting Communities**

- 4.9 Underpinning all four themes above is the overarching theme of ensuring that our communities are supported in delivering the proposed climate objectives for the borough. The long-term objective of this theme is: *'Everyone who lives, works or studies in Brent will have improved access to clear and understandable information on the need to tackle the Climate and Ecological Emergency, and as many people as possible will be actively engaged in taking action to help the borough become carbon neutral by 2030'.*

<u>Delivered so far in 2021</u>	<u>In progress – expected to complete in 21-22</u>
<ul style="list-style-type: none"> <li>• Launched the Brent Environmental Network which (as of late October 2021) has 1531 members across Brent</li> <li>• Launched 'CO<sub>2</sub>GO' Brent's first resident-led participatory budgeting exercise for the £500k Carbon Offset Fund</li> <li>• Development of new 'Brent Together Towards Zero' climate emergency branding to unify all aspects of the council's work which are contributing to our net zero aspirations</li> </ul>  <ul style="list-style-type: none"> <li>• 7 core monthly e-newsletters sent – providing sustainability tips, signposting and highlighting local community initiatives</li> <li>• Established the Brent Environmental Network Advisory Group, a cross-sector grouping of local organisations which meets regularly to discuss how we effectively engage with all of Brent's communities</li> <li>• Established the Brent School Climate Champions – a professional network of school teachers from Brent schools who come together regularly to discuss on tackling the climate and ecological emergency in school and early years settings</li> <li>• Launch of Veolia '4Rs' e-learning lessons in Brent Primary Schools</li> <li>• Launch of Veolia School Eco-Leaders Programme in Brent Secondary Schools</li> <li>• Veolia Sustainable Schools Competition - £300 to address and environmental problem at school sites</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of full programme of events for Brent Climate Festival 2021 – to coincide with the COP26 Conference in Glasgow</li> <li>• Launch of 'Together Towards Zero' Small Grants Scheme – community grants of up to £1000</li> <li>• At least 3 more sustainability webinars – the next will be on reducing carbon emissions in your home as part of the Brent Climate Festival 2021</li> <li>• At least 4 more core monthly BEN newsletters</li> <li>• Development and launch of Green Toolkits for five key business sectors for Brent – to be launched as part of the Brent Climate Festival 2021</li> <li>• Promotion and video release of Cllr Tatler visiting SEGRO – London's first zero carbon warehouse in Park Royal</li> <li>• Launch of Restart project directory on council's website – mapping businesses in Brent which repair and re-use electronic goods</li> </ul>



<ul style="list-style-type: none"> <li>• Ran a 'Green New Year' comms campaign at the start of the year which reached 218,716 people</li> <li>• Delivered five sustainability webinars, <i>'Going green to survive and thrive'</i>, solely for businesses and the five key business sectors in the borough on practical ways for them to improve their carbon footprint</li> <li>• 3 days of stalls in Town Centres (Church End, Wembley, Willesden Green) talking to residents about the need for climate action in the borough for London Climate Action Week 2021</li> <li>• Recruited of 20 group of cross directorate council staff Eco-Champions to help to drive the agenda internally and lead by example</li> <li>• Established a Brent School Climate Champions Network to develop a 'whole school' approach to tackling the climate emergency across all 87 of Brent's community schools, 15 Brent schools are currently signed up and are meeting every couple of months</li> <li>• All new council staff Job Descriptions amended to now include the wording: 'Employees should embed environmental sustainability into their work, actively contributing to Brent becoming a carbon-neutral borough in 2030.'</li> <li>• Worked with Veolia on the Launch of the Veolia Sustainability Fund</li> </ul>	
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## 5.0 Alternative Options Considered

- 5.1 The alternative options to the adoption of the Climate and Ecological Emergency Strategy and associated year one delivery plan were set out in the Cabinet report where the Strategy was adopted in April 2021.

## 6.0 Financial Implications

- 6.1 The financial implications for each action within the 2021-2022 action plan were set out at the end of the strategy document when adopted by the Cabinet in April 2021. Overall, of the 23 actions proposed, five are already factored into existing budgets, 11 result in new additional activity where costs can be contained within existing departmental budgets, six have external funding secured and one requires further work where due to the early stage of project scoping, the financial implications are yet to be fully developed. This refers to implementing the council's plan to achieve net zero for the council's own estate and operations by 2030 (R&E13). These plans are likely to have both revenue and capital financial implications, which will be assessed as the detailed plans and recommendations are developed.

- 6.2 In addition, the 2021-22 budget agreed by the Council set out additional funding to support the delivery of the Climate and Ecological Emergency Strategy.

## **7.0 Legal Implications**

- 7.1 The Climate Change Act 2008 (the Act) is the statutory basis for the UK's approach to tackling and responding to climate change. The Act places a legal duty on central government to set legally binding targets to reduce UK greenhouse gas emissions to net-zero by 2050.
- 7.2 The data provided from those who sign up to the Brent Environmental Network will be managed in accordance with General Data Protection Regulation (GDPR) and other relevant Data Protection legislation.
- 7.3 In delivering the Brent Climate and Ecological Emergency Strategy, the Council continues to have regard to internal governance procedures and the Public Contract Regulations 2015 in respect of any procurement.

## **8.0 Equality Implications**

- 8.1 The council, as a public authority exercising public functions, is subject to a general public sector equality duty (PSED) under section 149 of the Equality Act 2010 (EqA). The PSED requires public authorities to have 'due regard' to:
- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EqA
  - The need to advance equality of opportunity between persons who share relevant protected characteristic and persons who do not share it. This involved having due regard to the need to:
    - Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
    - Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
    - Encourage persons who share the relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low
  - The need to foster good relations between persons who share a relevant and protected characteristic and those who do not share it. This includes having due regard to the need to tackle prejudice and promote understanding.
- 8.2 A full Equalities Impact Assessment has been undertaken for the Climate and Ecological Emergency Strategy and is available on the climate emergency section of the council's website ([www.brent.gov.uk/climateemergency](http://www.brent.gov.uk/climateemergency)). This strategy and action plan will support Brent Council to continue to meet its public sector equality duties.

## **9.0 Human Resources Implications**

- 9.1 Budget was obtained for an additional Senior Sustainability Officer (Homes) post as part of the additional funding secured for the delivery of the Climate and Ecological Emergency Strategy upon adoption of the Council's budget for this year, and this post has yet to be filled following several unsuccessful rounds of recruitment.

## **10.1 Property Implications**

- 10.1 This council is working towards a decarbonisation strategy for Brent's estate as noted within the 2021-2022 delivery plan. Elements of the programme for the Brent Climate Festival 2021 will also take place across different locations of the council's corporate estate.

## **11.0 Environmental Sustainability Implications**

- 11.1 Environmental sustainability considerations are integral to the purpose, content and recommendations in this report.

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

- 12.1 Ward members are kept abreast of developments through, amongst other things, the councils' Members' Bulletin, from briefings via the Lead Member for Environment and through the Brent Environmental Network newsletter

**Report sign off:**

Shazia Hussain  
Assistant Chief Executive

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# Brent Climate Festival 2021

## Programme

*(As of 28 October 2021 – more events expected to be added and will be highlighted accordingly)*



**To get you warmed up...**

**Wednesday 27 October 2021**

### **Brent Climate Emergency Question Time Event**

*Time: 7pm-9pm*

*Location: Online*

*Link to register: <https://www.eventbrite.co.uk/e/question-time-brent-climate-and-environmental-emergency-tickets-187749221977>*

This online event will follow the BBC Question Time format, but all questions will be about the climate and the environment. Ollie More from Sustrans and Ian Saville from Brent Friends of the Earth will join Cllr Krupa Sheth (Lead member for the Environment, Labour Party), Cllr Kansagra (Conservative Party), and Cllr Georgiou (Liberal Democrats) to form a panel to discuss environmental issues raised by you. Register via Eventbrite (linked provided above) and submit a question by emailing [localdemocracyweek@brent.gov.uk](mailto:localdemocracyweek@brent.gov.uk).

**...Let's Go – Brent Climate Festival 2021!**

**Monday 1<sup>st</sup> November**

### **Climate Pledge Sensory Structure**

*Time: All day – in line with Civic Centre opening times, check before you travel*

*Updated Location: Atrium, Brent Civic Centre, Engineers Way, Wembley, London, HA9 0FJ*

Come and explore this brilliant, interactive, Willy-Wonka-esque sensory structure which will be positioned in the spacious atrium at Brent Civic Centre where you can explore the environment through your senses and make an eco-friendly pledge. Great for all the family!

### **Count Us In! Brent Together Towards Zero Pledge Campaign**

*Time: All Day*

*Location: Online*

*Sign up: <https://www.count-us-in.org/en-gb/businesses/count-us-in/campaigns/brent-together-towards-zero/> -*

What can you do to reduce your carbon footprint? Brent Council is using the platform Count Us In to make it easy for everyone to take steps to becoming more sustainable. By working together, we create a greener, cleaner, more sustainable Brent for all of our communities. Can we count you in?

***Note: Please search 'Together Towards Zero' and select 'Brent Together Towards Zero' as the team*** when you are asked 'are you doing this as part of a team?' to ensure you pledge counts towards Brent's tally!

### **Climate Change Book Displays in Brent Libraries**

*Time: In line with Library opening times – please check before you visit (<https://www.brent.gov.uk/services-for-residents/libraries/>)*

*Location: Kingsbury Library, Library at Willesden Green, Wembley Library, Kilburn Library*

Visit our brilliant libraries for a dedicated display on books and materials relating to tackling the climate emergency and protecting the environment.

## Tuesday 2<sup>nd</sup> November

### Climate Pledge Sensory Structure

*Time: All day – in line with Civic Centre opening times, check before you travel*

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## Wednesday 3<sup>rd</sup> November

### Climate Emergency Stall at Harlesden Tesco Store

*Time: 10am-2pm*

*Location: Tesco, Unit 2, Harlesden Plaza, Tavistock Rd, London NW10 4NG*

Brent's Climate Emergency team will have a presence at Tesco in Harlesden to encourage residents to make a climate pledge, encourage sign-ups to the Brent Environmental Network and to talk to residents about the Business Sector Toolkits launching on that day. If you are in the area – come and say hello, and take a pledge!

### For Businesses - Meet The Borough Event

*Time: 3.30pm-5.30pm*

*Location: **Now Online***

*Sign-up: <https://westlondonbusiness.arlo.co/w/events/1144-prbg-meet-the-boroughs>*

Meet the Boroughs is your chance to pose your burning questions to council officers and network with other Park Royal Businesses. A sustainability representative from Brent will be present to answer any business-related questions in relation to sustainability. Several Councillors will also be present, acting as representatives of the political leadership of the two councils.

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## Thursday 4<sup>th</sup> November

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## Friday 5<sup>th</sup> November

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## Saturday 6<sup>th</sup> November

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## **Sunday 7<sup>th</sup> November**

### **Climate Pledge Sensory Structure**

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*Location: Online*

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What can you do to reduce your carbon footprint? Brent Council is using the platform Count Us In to make it easy for everyone to take steps to becoming more sustainable. By working together, we create a greener, cleaner, more sustainable Brent for all of our communities. Can we count you in?

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Visit our brilliant libraries for a dedicated display on books and materials relating to tackling the climate emergency and protecting the environment.

## Monday 8<sup>th</sup> November

### **'Climate Change and My Religion' Photography Exhibition**

*Time: In line with Civic Centre opening times – please check before you travel*

*Location: Brent Civic Centre, Engineers Way, Wembley, London, HA9 0FJ*

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### **Climate Pledge Sensory Structure**

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## Tuesday 9<sup>th</sup> November

### **'How to make your home greener' - Housing Energy Efficiency Webinar**

*Time: 6pm-7.30pm*

*Location: Online*

*Sign up: <https://www.eventbrite.co.uk/e/a-beginners-guide-to-the-climate-emergencyhow-to-make-your-home-greener-tickets-195867072687>*

One of the ways to help tackle climate change is to be aware of sustainable solutions to become more energy efficient in your home. Making small changes around your home can make a big difference to help reduce carbon emissions.

Join us for an exciting webinar on Energy Efficiency and Retrofitting hosted by the Brent Environmental Network, where we will be bringing together regional retrofitting and energy experts to discuss energy efficiency initiatives that are available to help reduce energy costs and achieve a net zero home. This discussion will touch on the global, regional and local impacts of energy efficiency.

Our expert speakers will touch on topics, which include fuel poverty and rising costs, tips on how to save energy, eligibility and support around retrofitting.

### **'From Brent to Bowl' Cookbook Launch**

*Time: All day*

*Location: Online*

In 2021 Veolia, in partnership with Brent Council, hosted a competition for our local communities to share their favourite planet-friendly recipes. In response we received a range of delicious dishes that represent some of the wonderful diversity and cuisines that we have in our borough. Each of the 20 winning entries showcased in this book tells a unique story of heritage, community and tradition, and collectively they exemplify Brent's unique identity.

### **'Climate Change and My Religion' Photography Exhibition**

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*Location: Brent Civic Centre, Engineers Way, Wembley, London, HA9 0FJ*

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## Wednesday 10<sup>th</sup> November

### **Launch of Brent Green Business Toolkits**

*Time: All day*

*Location: Online*

Specific to Brent businesses - starting your sustainability journey doesn't need to be complicated! Brent Council has created a number of sector specific simple toolkits to share our top tips for going green. In the long-term, being 'greener' will help futureproof your business against increasing environmental laws and regulations. It will also protect you against some of the results of the climate emergency, such as water shortages and more extreme weather conditions. Take action now to minimise the negative impact on your business and to help the fight against climate change.

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## **Thursday 11<sup>th</sup> November**

### **Brent Clothes Mending Workshop - Facilitated by Sunny Jar Eco-Hub**

*Time: 12.30pm–1.30pm*

*Location: Brent Civic Centre, Engineers Way, Wembley, London, HA9 0FJ*

*Sign-up: <https://www.eventbrite.co.uk/e/brent-repair-workshop-facilitated-by-sunny-jar-eco-hub-tickets-195877263167>*

Sunny Jar Eco Hub is a not-for-profit social enterprise fostering green living in the city. In partnership with Brent Council, Sunny Jar Eco Hub will be hosting an interactive clothes mending workshop that will help you extend the life of your clothes, saving you money and helping protect the planet. A perfect opportunity to learn or refresh your sewing skills, enjoy some mindful crafting and learn about sustainable living and fast fashion. We have 35 spaces for this workshop which will allocated first come first served - so book on quick!

### **'The Recycling Process in Brent - what happens to your waste?' Webinar**

*Time: 6pm-7.30pm*

*Location: Online*

*Sign-up: <https://www.eventbrite.co.uk/e/the-recycling-process-in-brent-what-happens-to-your-waste-tickets-195874294287>*

Have you ever wondered where the contents of your bin end up? Are you confused about what can or can't be recycled? Join us for this webinar run by experts at Veolia to explore where your waste goes in Brent, more about the recycling process and how we can all take steps to waste less and reduce our carbon footprint.

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## Friday 12<sup>th</sup> November

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## And going forward...

### Tuesday 16<sup>th</sup> November

#### PlanetMark/Prologis UK - Zero Carbon Bus Tour

*Time:* 3pm – 6pm

*Location:* Brent Civic Centre, Engineers Way, Wembley, London, HA9 0FJ

*Sign-up:* [London Borough of Brent | Roadmap to net zero | Zero Carbon Tour Tickets, Tue, Nov 16, 2021 at 3:00 PM | Eventbrite](#)

Join us for the Zero Carbon Tour's final week with this event in Brent, co-hosted by PlanetMark and Prologis UK. After 12 weeks travelling around the UK, including Glasgow for COP26, the Zero Carbon Tour is headed back to London for the final week. This event hosted by PlanetMark in partnership with co-hosts Prologis UK, aims to share the net zero message with the business community and accelerate the UN-backed Race to Zero as part of the UK's #TogetherForOurPlanet campaign.

As part of this event you'll explore various aspects of net-zero, decarbonisation and sustainability, and discuss the concept of net zero carbon and why it is critical for businesses in this #DecadeOfAction. Attendees will hear Carbon Stories and the impactful projects being undertaken to reduce businesses' carbon emissions in London. Shaping a brighter future is not something any one organisation can achieve alone. It requires collaborative and decisive action that will create a future of unprecedented business opportunities – finding new growth and talent, lowering costs and building greater resilience.

### Thursday 18<sup>th</sup> November

#### Brent Green Skills Summit (Day 1 – Resident Day)

*Time:* 2pm – 4pm

*Location:* Online

*Sign-up:* [Click here - Brent Green Skills Summit](#)

**NEW EVENT  
ADDED!**

The Brent Green Skills Summit introduces opportunities and challenges in climate change and the green economy, and reflects upon the recent COP26 congress. Across a day, we showcase trickle-down local actions and initiatives that West London organisations can get involved with, highlighting innovations and best practice for your business. Are you interested in exploring opportunities in sustainability and the green economy - including careers in London's emerging green technology sector? Register now to hear from leading employers introducing their business and exciting career pathways. A cosy, five minute fire-side chat with each employer!

Sessions on day 1 include:

- Green Skills – Employer Insights and Vacancies



## Friday 19<sup>th</sup> November

### **Brent Green Skills Summit (Day 2 – Business Day)**

*Time: 11am – 5pm*

*Location: Online*

*Sign-up: [Click here - Brent Green Skills Summit](#)*

**NEW EVENT  
ADDED!**

The Brent Green Skills Summit introduces opportunities and challenges in climate change and the green economy, and reflects upon the recent COP26 congress. Across a day, we showcase trickle-down local actions and initiatives that West London organisations can get involved with, highlighting innovations and best practice for your business. Are you interested in exploring opportunities in sustainability and the green economy - including careers in London's emerging green technology sector? Register now to hear from leading employers introducing their business and exciting career pathways. A cosy, five minute fire-side chat with each employer!

Sessions on day 2 include:

- COP26 – Reflections & Local Impact in West London
- Getting started with your business carbon footprint
- Grassroots – Green Community Action
- Green Tech Innovators – Startups & Scale-ups

# How can I talk about climate change?

## Some practical things you can do to help:

In the lead up to COP26, we are hearing about climate change more than ever before. Yet, how many of us actually talk about it day-to-day?

Talking about climate change is a great first step towards becoming greener, but for many of us this topic is confusing or frightening.

Climate conversations don't have to be a struggle – here, we have provided some tips on how to talk about climate change with your friends, family and community.

### Starting a climate conversation

- Ask open-ended questions, and show you are listening – even if you don't agree!
- Get personal and share your story – what does climate change mean to you?
- This is a climate emergency - but our conversations don't always have to be doom and gloom. Think about the power we have to make a difference, and avoid blame and guilt.
- Check out one of our factsheets for some background information on how climate change affects us here in Brent.

How do you feel about climate change?

What about climate change interests or concerns you most?

What do you think we can do about climate change?

### Why not host your own Climate Café?

Climate cafés are a great way of bringing a community together to discuss climate change.

These can be as big or small as you like – all you need is some refreshments, a facilitator and some people willing to listen and share their views on the climate.

### Support others on their sustainability journey!

Do they have the resources or ability to act?


Check if they can apply for one of our [grants](#).

Calculate your carbon footprint! [Click here](#) to use the WWF calculator

### Find out the facts with our climate factsheets!

- [Climate Change](#)
- [Transport](#)
- [Homes and buildings](#)
- [Consumption, resources and waste](#)
- [Nature and green space](#)
- [Acting together to tackle the climate emergency](#)

Join the Brent Environmental Network for more advice and updates: [www.brent.gov.uk/climate-emergency](http://www.brent.gov.uk/climate-emergency)

 <b>Brent</b>	<b>Resources and Public Realm Scrutiny Committee</b> 10 November 2021
	<b>Report from the Assistant Chief Executive</b>
<b>Progress Report</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b>	Open
<b>Appendices:</b>	Six Appendix 1: Emergency Planning Response to COVID-19, report to full Council 13 July 2020. Appendix 2: Schedule of Service Changes decisions (June 2020) Appendix 3: List of Decisions taken under the Chief Executives delegated emergency decision making powers. Appendix 4: Decision taken under Chief Executives delegated Emergency Decision making powers. Appendix 5: Summary Cost Comparisons Appendix 6: Scrutiny Recommendation Tracker November 2021
<b>Background Papers:</b>	None
<b>Contact Officers:</b>	Michael Carr - Senior Policy and Scrutiny Officer Tel: 020 8937 2855 Email: <a href="mailto:michael.carr@brent.gov.uk">michael.carr@brent.gov.uk</a>

## 1 Purpose of the Report

- 1.1 This report provides a brief summary update on issues previously considered at the Resources and Public Realm Scrutiny Committee, including responses to information requests made by the committee last the previous meeting, updates on resolutions made by the committee, including reports and recommendations to the executive and

the Executive Repose and executive decisions made in respect of scrutiny reports and recommendations.

## **2 Recommendation**

- 2.1 That the progress report on scrutiny information requests, scrutiny reports and recommendations and other matters raised by the committee be noted.

## **3 Progress from the Previous Meeting**

- 3.1. At the last meeting of the committee on 14 September 2021, the committee considered Regeneration and Housing Zones in Brent and Brent Council Legal Services, with evidence from the relevant Cabinet members and departmental officers.

### Regeneration and Housing Zones in Brent

- 3.2. The Committee considered Regeneration and Housing Zones in Brent with questions to Councillor Tatler, as Lead Member for Regeneration, Property and Planning and Alan Lunt, Strategic Director of Regeneration and Environment, as well as a report on regeneration across the borough and progress with achieving the objectives for the Wembley Housing Zone (WHZ) and Alperton Housing Zone (AHZ).

- 3.3. The following areas for improvement were noted;

*To consider an easier way to communicate with the public when regeneration or housing zone action is taken as a result of consultation with the public.*

- 3.4. The Regeneration and Environment directorate has responded that, in accordance with the Brent Borough Plan, the service is committed to working closely with local communities and to engage effectively to increase resident satisfaction and involvement by engaging in a variety of ways:– use of commonplace platform, exhibitions, drop-ins and meetings. Post consultation reports, including a summary of engagement undertaken and responses received and any changes made in light consultation, are typically published on the Brent Council website and detailed in any subsequent reports seeking authority for the next stage. A post consultation review of the effectiveness of the process will be undertaken.

- 3.5. For future engagements the service will explore whether, as part of consultation reporting, it can always include a visually orientated headline “You said, We did” snapshot and be disseminated more broadly through various communications channels, including *Your Brent* magazine articles, press releases, member bulletins, digital and social media channels. New communications channels to highlight actions taken and the results of public consultation will be explored as part of the Borough’s digital transformation agenda.

- 3.6. The Committee also made the following information request;

*To provide details on the progress of communicating the results of consultations with the public for regeneration and housing zones.*

- 3.7. The Regeneration and Environment directorate has responded that, in accordance with the Brent Borough Plan, the service is committed to working closely with local communities and to engage effectively to increase resident satisfaction and involvement. For major regeneration projects, dedicated community engagement and consultation strategies and plans are drawn up in advance of implementation; these will include a variety of engagement measures. Strategies will require all feedback from public consultation be reviewed and reported on, including a response on any action consequently taken and why, or why not. A post consultation review of the effectiveness of the process will be undertaken.
- 3.8 The Council's website will continue to be used to publish the results of public consultation and is complemented by the use of *Your Brent* magazine articles, press releases, member bulletins, digital and social media channels. In July 2021 the Council launched the new Citizen Lab consultation platform. Citizen Lab allows local residents, businesses and communities to access all London Borough of Brent's public consultations and the records and the results of those consultations in one place. Moving forward, the service will explore new communications channels to highlight the results of public consultation, including as part of the Borough's digital transformation agenda.

#### Brent Council Legal Services

- 3.9 The Committee considered Brent Council Legal Services with questions to the Deputy Leader and Cabinet Member for Resources and the Director of Legal, HR, Audit and Investigations and considered a report providing an introduction to the Council's legal service, giving an overview of its work and operation and its role in the Council's governance.
- 3.10 The following areas for improvement were noted;
- (i). *To make a central database for all constitutional changes made in recent years available to the public.*
  - (ii). *To increase democratic overview and transparency within the Constitutional Working Group, ensuring member involvement in decision-making.*
- 3.11 The Legal, HR, Audit and Investigations directorate has responded that Legal Services is compiling a list starting from the beginning of 2017 when the comprehensive review of the Constitution began. This will be held on the Intranet alongside the Constitution in due course.
- 3.12. An item has been included in a recent Member Bulletin reminding members of the membership and role of the Constitutional Working Group (CWG) and inviting them to put forward any suggestions for improvements they have via the group whips or the Monitoring Officer.
- 3.13. A review of the operation of the CWG is being undertaken and will be reported to the Audit and Standards Advisory Committee in line with the responsibilities of that committee.

3.14. The Committee also made an information request:

- (i). *To provide details of decisions taken under emergency powers and temporary delegated powers agreed during the pandemic to be provided.*
- (ii). *To provide details on the savings incurred across the Council by insourcing legal services.*

#### The Use of Emergency “Urgent Decision-Making” Powers

3.15. The Legal, HR, Audit and Investigations directorate has responded that the use of the emergency “urgent decision-making” process under Part 3 Paragraph 9.3.2 of the Constitution in relation to the pandemic up to July 2020 was reported to Full Council and has provided these reports, here attached as:

- *Appendix 1: Emergency Planning Response to COVID-19, report to full Council 13 July 2020.*
- *Appendix 2: Schedule of Service Changes/decisions (June 2020)*
- *Appendix 3: List of Decisions taken under the Chief Executives delegated emergency decision making powers.*

3.16. Further decisions in exercise of this power have been taken since this date are attached here as Appendix 4: *Decision taken under Chief Executives delegated Emergency Decision making powers.*

3.17. The additional delegated powers given to the Chief Executive following the ending of the power to hold virtual meetings to make decisions have been used as follows:

- NHS staff transfer passport to allow NHS staff joining the council to retain their NHS continuity of employment for specific purposes (following consultation with the deputy Leader).
- Covid related testing etc. for Social Workers recruited overseas coming to work in Brent to be funded by the council (following consultation with the deputy Leader).

#### Savings from Insourcing Legal Services

3.18. The Legal, HR, Audit and Investigations directorate has responded that, as explained at the Scrutiny meeting, it is difficult to give a full picture of the savings achieved through insourcing of work or to determine the percentage of our current work which would in the past have been placed externally.

3.19. The service has identified a number of example cases which fall into this category and the table provided at Appendix 5- *Summary Cost Comparisons* sets out, the cost internally for hours spent over a period on these cases/projects compared with the likely cost of those hours with the external firms previously utilised. The internal costs include not only direct staffing costs, but also an amount in respect of indirect costs, such as notional accommodation and corporate support costs so it's a fair comparison with what is charged by private firms. This represents only part of the work insourced, but gives an idea of the difference that dealing with matters in-house can make.

3.20. The projects include, for example:

- Key workers housing - Atlantic Crescent

- Most of the South Kilburn Programme work, which used to be almost fully externalised
- Integrated Environmental Services Project
- Chippenham Gardens development
- Kilburn Square
- Watling Gardens
- The Grand Union Development.

3.21. In terms of the percentage of staff dealing with type of work, many staff will do this as part of their role, but there are 12 FTE posts where all or most of their time is spent on this type of work. This includes 2 FTE undertaking advocacy. In terms of advocacy, it is anticipated that there are potential savings of over £50,000 per advocate per year.

3.22. As indicated in the report to the committee on 14 September 2021, the number of staff in service varies, depending on demand and includes four support posts not undertaking legal work. Based on 73 legal posts, this is approximately 16%.

### ***Scrutiny Recommendations and Executive Response***

3.23. The Scrutiny Recommendation Tracker table attached at Appendix 6 provides a summary of scrutiny recommendations made to the Cabinet during the municipal year, so that the scrutiny committee can track the progress of the recommendations made.

3.24. The Scrutiny Recommendation Tracker enables the scrutiny committee to track whether their recommendations have been agreed, what actually was agreed (if different) and ask about any outcomes arising from the scrutiny recommendations, for example, service improvements, value for money savings and outcomes for residents.

3.25. If the relevant respective executive decisions and actions have been implemented, they will not be referred over to the scrutiny recommendation tracker report for the next municipal year, but that any that have not been implemented may be referred to the scrutiny recommendation tracker for the next committee cycle.

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

3.26. Where scrutiny committees make reports or recommendations to the Cabinet, as soon as this has been confirmed, these will be referred to the Cabinet requesting an Executive Response and the issue will be published on the Council's Forward Plan. This will instigate the preparation of a report to Cabinet and the necessary consideration of the response, the technical feasibility, financial implications, legal implications and equalities implications etc.

3.27. Where scrutiny committees make reports or recommendations to full Council (e.g. in the case of policy and budgetary decisions), the same process will be followed, with a report to Cabinet to agree its Executive Response, and thereafter, a report will be prepared for Council for consideration of the scrutiny report and recommendations along with the Cabinet's Response.

3.28. Where scrutiny committees have powers under their terms of reference to make reports or recommendations external decision makers (e.g. NHS bodies), where they

do this, the relevant external decision maker shall be notified in writing, providing them with a copy of the committee's report and recommendations, and requesting a response.

#### EURO 2020 Final at Wembley Stadium

3.29. On Tuesday 13 July 2021, the Resources and Public Realm Scrutiny Committee recommended to Cabinet *to hold a public review into the Council's actions taken before, during and after the Euro 2020 Final to establish the lessons learnt.*

3.30. On 13 September 2021 Cabinet agreed:

*That Brent Council will:*

- i). Undertake an assessment of Council activities relating to its responsibilities around safety, licensing and enforcement at Wembley Stadium as part of the Euro 2020 Finals in order to support the overarching Review led by Baroness Casey;*
- ii). Fully support the Baroness Casey Review throughout;*
- iii). Consider fully any recommendations relevant to the Council's duties that arise from the Review and;*
- iv). Oversee and implement any actions and priorities for change.*

3.31. Baroness Casey has yet to publish a report on this issue and a review of progress on this issue is marked for July 2022.

#### Violence Against Women Scrutiny Report

3.32. On 1 October 2020 the Committee approved a report on Violence Against Women Scrutiny report, with ten scrutiny recommendations to the Cabinet and on 7 December 2020 Cabinet approved a detailed Executive Response, which provides the actions the Council will take on this issue in response to the scrutiny report and recommendations. The Violence Against Women Scrutiny report can be accessed here: <https://democracy.brent.gov.uk/documents/s105501/6b.%20Appendix%20%20-%20VAWG%20Scrutiny%20Task%20Group%20Report.pdf> The Cabinet's Executive Response can be accessed here: <https://democracy.brent.gov.uk/documents/s105500/6a.%20Appendix%20%20-%20VAWG%20Executive%20Response%20to%20the%20Recommendations.pdf>

3.33. The scrutiny report and the Cabinet's Executive Response was also considered by the Safer Brent Partnership on the 26 January 2021. A report on the progress of the implementation of the agreed scrutiny recommendations should be considered by the committee in January 2022.

#### The Public Realm in Brent

3.34. On 14 July 2020 the Committee considered The Public Realm and made three recommendations to Cabinet. On 12 October 2020 the Cabinet agreed an Executive Response and decisions in respect of those recommendations.

3.35. The Cabinet's Executive Response can be accessed here: <https://democracy.brent.gov.uk/documents/s103474/6a.%20Appendix%20%20-%20Executive%20Response%20-%20Public%20Realm.pdf>



3.36. The Scrutiny Recommendations Tracker at Appendix 6 provides details on progress to date, although the implementation of this has been delayed due to the pandemic and public health restrictions and this is now marked for review by the Committee in July 2022.

#### Brent Parks Strategy

3.37. On 12 March 2020 the Committee considered the Brent Parks Strategy and made three recommendations to Cabinet. These are:

- 1. That a new Brent Parks Strategy encompass the green and open spaces as a whole and include measurable targets, including bespoke targets for Brent, to facilitate the use of parks and open spaces by a diversity of different people in the community and to encourage sporting activities.*
- 2. To improve the data on people using the park, which could be used to inform the strategy.*
- 3. That provision be made within the strategy and management of parks to allow for barbeques in designated areas, perhaps with the requirement of a permit and perhaps after a trial period to test out how this might work.*

3.38. On 17 August 2020 Cabinet agreed an Executive Response, including a decision to agree the scrutiny recommendations.

3.39. The Cabinet's Executive Response can be accessed here: <https://democracy.brent.gov.uk/documents/s100811/6a.%20Appendix%201%20-%20Executive%20Response%20to%20the%20Recommendations%20of%20the%20Resources%20and%20Public%20Realm%20Scrutin.pdf>

3.40. The Regeneration and Environment directorate has provided the following update:

#### *Brent Parks Strategy and Data (scrutiny recommendations 1 and 2)*

3.41. The service has been focusing on the development of the Green Infrastructure Vision and action plan, which seeks to link the work of numerous services across the council in their approach to environmental improvements. Whilst the stand alone Parks Strategy is still in development, the service is working with colleagues in education to understand how to ensure fair access to Brent parks and playgrounds for those with disabilities and to be able to provide information about these facilities to those who seek to use these spaces more.

3.42. The challenge being faced at the moment is developing a baseline of park use from which to develop meaningful targets to demonstrate improved use. A recent consultation exercise has obtained the views of park users in Alperton with an aim to work with regeneration to understand how local people wish to use their open spaces and what they would like to see in them. The service continues to work with Parks for London on how best to develop meaningful measures which develop a baseline of existing park use. The service will develop a baseline measure in two Brent Parks by Spring 2022 to understand who is currently using Brent parks and their reasons for doing so. This should enable identification of where any gaps are.

*Barbeques in designated areas (scrutiny recommendation 3)*

- 3.43. The service has been in discussion with colleagues in Barnet and Islington on their approach to BBQ's in their parks. Unfortunately there were not many opportunities for BBQ's this summer and so feedback from colleagues regarding authorised areas has not been as beneficial as was hoped. There is no feedback at the moment as to whether any authorised location would reduce illegal BBQ's, but the service continues to seek information and data to consider a trial location for the coming year. The service will develop a baseline measure in two Brent Parks by Spring 2022.

Knife Crime Scrutiny Task Group Report

- 3.44. On 12 September 2019 the Committee approved a scrutiny report and recommendations on Knife Crime, which can be accessed here:

<https://democracy.brent.gov.uk/documents/s89826/6.2a.%20Knife%20Crime%20Scrutiny%20Task%20Group%20Final%20Report.pdf>

- 3.45. On 14 October 2019 Cabinet agreed the recommendations set out in the scrutiny report. On Monday 10 May 2021 the scrutiny committee considered a report on the progress of the implementation of the agreed scrutiny recommendations and requested a further update in six months' time, which is programmed for Wednesday 10 November 2021.

**4 Financial Implications**

- 4.1 There are no financial implications arising from this report.

**5 Legal Implications**

- 5.1 There are no legal implications arising from this report.

**6 Equality Implications**


- 6.1 There are no equality implications.

**7 Consultation with Ward Members and Stakeholders**

- 7.1 None.

**Report sign off:**

Shazia Hussain  
Assistant Chief Executive

 <b>Brent</b>	<b>Full Council</b> 13 July 2020
	<b>Report from the Chief Executive</b>
<b>Emergency Planning Response to COVID-19</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	Three Appendix 1: Schedule of Service Changes/decisions Appendix 2: Schedule of Service Changes/decisions (June 2020) Appendix 3: List of Decision taken under the Chief Executives delegated emergency decision making powers
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Carolyn Downs Chief Executive Tel: 020 8937 1007 Email: <a href="mailto:Chief.executive@brent.gov.uk">Chief.executive@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 To provide Members of Council with information about the work that has been undertaken since Emergency planning and GOLD arrangements were established across the Council as a result of the pandemic flu virus COVID-19.

## 2.0 Recommendation(s)

- 2.1 That Members of Council note the actions taken and assure themselves that governance arrangements are appropriate and that the decisions that are being made are sufficiently responsive.

## 3.0 Detail

- 3.1 The Council established its GOLD emergency planning response on 16 March 2020. This is covered under the Civil Contingencies Act 2004 and effectively means that emergency decisions can be made by the Council's Chief Executive pursuant to the following provisions in Part 3 Paragraph 9.3.2. of the Council's Constitution:

*"Exceptionally,.....notwithstanding anything in this Constitution, the Chief Executive shall be authorised to exercise either executive or non-executive functions where the matter is urgent unless this is prohibited by law."*

- 3.2 Once an emergency is declared, a Strategic Coordination Group (SCG) is put in place by the London Resilience Forum which sits within the GLA. Following direction from the SCG, the Council stood up its BECC and GOLD arrangements. GOLD meetings were originally held daily but have now reduced to once a week, on Tuesdays. The meetings are attended by all members of the Council Management Team (CMT), the Director of Public Health, the Head of Communications, Emergency Planning representatives, the Director of Customer Access and Head of Transformation. It is chaired by the Chief Executive or a her deputy if she is unable to attend. Directors produce Situation Reports for consideration and provide updates within their area, raise any issues and/or decisions to be considered. Until last week we were also joined by a member of the Metropolitan Police to ensure joined up task forcing. This is supported by daily calls with the Metropolitan Police and the Council's Community Safety Manager which continue.
- 3.3 Once an Emergency is declared the powers are automatically available to the Chief Executive to make urgent decisions. Officers continue to make decisions under their delegated powers but in view of the urgency of the situation some of these decisions have to be taken at speed and sometimes without the degree of consultation and debate that is usually considered desirable, because it is not currently practicable. On 22 April 2020 the Chief Executive reported decisions to the Audit Committee. No concerns were raised. These are set out in Appendix 1. A further decision was made by the Chief Executive on 30 June 2020 in respect of the decisions set out in Appendix 2.
- 3.4 The situation in respect of the Coronavirus: COVID 19 remains an exceptional circumstance. Whilst the lockdown is gradually being eased, there is still the occasional need to take urgent decisions. These concern actions taken during the current crisis due to extreme urgency and often in response to specific Government direction and guidance.
- 3.5 Attached as Appendix 3 is a list of the specific decisions also taken by the Chief Executive during this period under the emergency process. These have already been published.
- 3.6 The Council's initial response to the pandemic emergency in early March was to follow government guidance with regard to the scientific evidence and whilst services were reduced and increasing numbers of staff were working from

home we did not shut down all services until the government instituted the nationwide lockdown on 23 March 2020.

- 3.7 Since that point the council has changed its modus operandi to one where staff are based at home working remotely. We originally retrenched to what we term critical services but at present we are providing the majority of services.
- 3.8 Much 'Business As Usual' (BAU) has continued throughout the lockdown but some services by the nature of the public interface were closed down at some point during the pandemic e.g. Libraries and sports centres. Some services have been projected into greater prominence as a result of the shutdown, for example registrations and mortuaries, with customer services and the Hubs mainly moving online and through phone delivery. They have been very busy throughout but have performed very well.
- 3.9 Moving forward, the decision has been made that now that the lockdown has eased, and risk assessments indicate it is safe, the Civic Centre opened to a carefully managed return of staff, limited initially to not more than 10% of officers working in the Civic Centre. This started from 6 July. All Directorates, in consultation with staff, were asked to submit working arrangements to accommodate this, introducing rotas for the 10% of employees returning. Operational mechanisms and precautions have been put in place to support this. Similar arrangements will be in place in other council buildings. All returning staff have had to complete individual risk assessments which are considered and signed off by Occupational Health.
- 3.10 As reported to Cabinet in April 2020, the initial estimate of the financial impact of the COVID-19 outbreak was c£35m. This was inclusive of additional expenditure pressures as a result of the outbreak (e.g. personal protective equipment for carers and front line staff, emergency accommodation for rough sleepers, overflow mortuary, support for residents that are shielding, etc.), loss of income (fees, charges and other commercial income from planning and building control, parking, rents, venue hires, etc.) and slippage on 2020/21 savings plans. Since then, these estimates have been further refined and are now estimated at £50.2m. This is made up of £45.3m of additional income and expenditure pressures and £4.9m of slippage savings plans for 2020/21. At the point of writing this report the Government has just announced a further financial package. You have a detailed report on your agenda this evening which will cover this.
- 3.11 To counter this the Council is taking a proactive approach to managing the financial impact of COVID-19 and is implementing a drive to identify non COVID-19 related underspends and other mitigating actions to compensate, as much as possible, for the impact of the estimated £4.9m of non-deliverable savings in 2020/21.

#### **4.0 Refreshed London-wide Resilience Arrangements**

- 4.1 London wide arrangements have been in place throughout and remain. The London Resilience forum was stood up and a Strategic Co-ordination Group

(SCG) has overseen the response of all our partners, NHS, PHE, Police, Fire, GLA, central Government. The Chair of the SCG was given powers by the government to direct public services throughout this crisis and at the early stages of the pandemic, we were duty bound to return a situation report to them outlining the resilience of all our critical services. They also provided direction in relation to issues such as shielding, PPE, testing, enforcement of social distancing and we have followed instruction where relevant though in many instances we had already taken appropriate actions before instructions were received.

- 4.2 The role of London Local Authority Gold (LLAG) throughout most of the emergency had been undertaken by Martin Esom, the Chief Executive of Waltham Forest. This has been executed by way of a sub-regional structure with Brent being in the West London sub-region along with Harrow, Hillingdon, Ealing, Hounslow and Hammersmith & Fulham. The sub regional response has been co-ordinated through Brent i.e. myself. This has ensured that all six local authorities have acted as much as possible in unison providing a uniformity of response where appropriate so that residents of different boroughs are not receiving wildly different levels of service. This structure has (in my opinion) worked much better than a whole London co-ordination which can quickly become unwieldy. Much of our response to adult social care has been done through our STP area which includes all six authorities along with Kensington and Chelsea and Westminster and has worked very well to date. However, what this governance demonstrates is that decision-making in relation to the emergency is largely taken at a London wide level, in consultation with all partners and government and that this is adapted operationally at an individual London Borough level.
- 4.3 Following the relaxation of lockdown, new governance arrangements have very recently been put in place, with the introduction of a joint MHCLG/GLA Transition Board. Below this will sit a Transition Management Group which will effectively perform the role of the SCG. I will sit on this body for West London. LLAG is now chaired by Zina Etheridge, Chief Executive of Haringey and the Chair of London Council's Chief Executives. These arrangements are expected to be in place for six months and will coordinate any response to a possible second spike as well as the ease of lockdown. For dealing with this our sub regional footprint now includes Westminster and Kensington & Chelsea. Myself and Stuart Love, Chief Executive of Westminster, will alternate coordination on a monthly rota.

## **5.0 Councillor and Staff communication**

- 5.1 During lockdown we have sought to provide at least fortnightly Member web cast briefings with questions and answers. Many Councillors have kept in touch through email and phone in addition to the webcast briefings and the very regular Member email briefings. Since the government changed legislation to enable virtual council meetings we restored essential political decision making in this way with the Cabinet meeting on 20 April being the first such meeting, followed by the Planning Committee and Audit Committees both in April. Scrutiny is returning in July along with today's Full Council meeting. Effectively,

Member led decision making is now back in place for all decisions other than those specifically related to the pandemic.

- 5.2 Staff have also been regularly briefed through their own line management, through weekly video messages from myself and have also undertaken webcast question and answer sessions with colleagues. Staff have found these very useful adding a more personal element to the situation and now incorporating 'shout outs' to teams that have been put forward.
- 5.3 We have also conducted an all staff survey, focusing on, amongst many things, staff wellbeing. We have compiled an action plan to respond to the comments. 55% of staff responded to the survey and the findings show that the majority of staff feel they have been well supported and communicated with during the lock down. 89% said that they were proud to work for the Council during the crisis; 88% felt that communications were keeping them informed and up to date; 87% felt that they were still able to work effectively as a team; and 82% felt supported by their manager. The survey also showed that home working had worked well for most staff but that there were concerns about health and safety in the context of any future return to the workplace.

## **6.0 Directorate Updates**

### **6.1 Community Wellbeing**

#### Adult Social Care (ASC)

- 6.1.1 Focused initially on ensuring hospital discharges happened quickly, supporting care homes and home care, getting PPE to carers and front line staff, and supporting vulnerable people through the wellbeing helpline; the focus has now widened to maintaining infection control in care homes and other care providers, continuing to supply PPE and restoring as many services as possible to full BAU.
- 6.1.2 A new Wellbeing helpline service was set up, working alongside our regular Duty Team and Brent Customer Access colleagues. This initially ran seven days per week from 8am-8pm. In addition to supporting the delivery of calls to the shielded group (which are still ongoing), this team undertook over 900 assessments since the beginning of March to put in place short term packages of support for individuals who needed extra help as a result of Covid-19 and could not be supported via any other mutual aid or community route.
- 6.1.3 All teams across ASC were asked to put in place contact and support arrangements for the families and individuals we were most concerned about during this period. The Complex Care teams put in place communication arrangements with our most anxious clients to help manage the volume of contact and complaints from them during this period, as obviously anxieties were increased during this time.
- 6.1.4 Everyone who cancelled or suspended a care package, or who was unable to attend their regular day care provision received a call from the community

review team who completed risk based assessments on their care arrangements, and who followed up with everyone who we assessed and supported through the new wellbeing service as a result of covid-19.

- 6.1.5 Direct services staff undertook outreach work with day centre attendees, including creating tailored activity packs for all users and doing outreach with those individuals who are willing and able (taking them for walks etc.). Other Direct Services staff contacted users and families regularly (daily in some cases) to provide telephone support where families cannot or will not allow contact.
- 6.1.6 Brent has a diverse population, with 61 care homes covering residential, nursing, learning disabilities and mental health and with a total capacity of 1,189 beds. Of the people placed in care homes in Brent, only c. 30% are funded by Brent Local Authority, with the remainder being a combination of self-funders and individuals placed by other local authorities or health partners. We also have 7 extra care schemes. Brent has a relatively high proportion of care facilities than other boroughs, and is a net 'importer' of care residents from central London Boroughs. Brent therefore has had a significant safeguarding responsibility in supporting residents funded through other boroughs.
- 6.1.7 Brent has been one of the hardest hit areas nationally in terms of Covid-19 incidences and deaths. Despite the high level of early incidences, we have responded quickly and comprehensively from the initial outbreak, working with care homes and extra care schemes to protect our vulnerable residents. As a result, we have been able to minimise the uncontrolled expansion of infections through our homes. Recent data suggests that despite Brent having the second largest number of deaths in London, and also having seen the impact of Covid-19 earlier on in the pandemic than the rest of London, our care homes have fared proportionately far better than many other London boroughs with a lower number of Covid-19 related deaths. Tragically, a total of 195 deaths in care homes have been recorded in Brent since the beginning of March 2020 to date. However, it is not possible to identify how many of these deaths are directly attributable to Covid-19 as regular community testing and testing in care homes was not achieved until the end of April 2020. However, Public Health Analysis suggests that Brent has the 6<sup>th</sup> lowest rate of deaths in care homes (for any reason) during this period across London. There should however be some caution in relation to the data, as it has been drawn from multiple data sources and reporting of data from different sources and areas is not always aligned and accurate. Further analysis will be done in future to review the position once there is more confidence in the source data.

The key elements of the additional support provided to care homes in Brent are summarised as follows:

- **PPE** - Local and sub-regional procurement and distribution of PPE, funded through the funding provided to councils, distributed to homes on an equitable basis to ensure that no care home was short of essential personal protective equipment. Purchase and distribution of PPE by Brent Council started on 27 March, with Brent being the first borough to distribute PPE



directly to all providers. To date £1.5m of PPE has been purchased by Brent local authority and distributed to care providers on a weekly basis and 100% of respondents to the care home survey reported they felt they had sufficient PPE as a consequence. We are forecasting that we will be spending £6m per year on PPE going forward. None of these costs have been passed onto any care providers in Brent. However, clarity of funding for PPE is required given that we anticipate that all care providers will require an ongoing supply until an effective vaccine has been developed and deployed.

- **New accommodation** - Establishment of a new council commissioned 11 bedded extra care facility to support people being discharged from hospital who are Covid+ or are needing to self-isolate due to vulnerable individuals at their usual place of residence for up to 14 days, and to minimise additional outbreaks in homes. This facility at Peel Road was set up within a week and was open to accept patients from 9 April. This included fitting the building out with hospital beds and other required equipment, and sourcing, training and commissioning a care provider to provide care over a 24/7 contract. This has cost the council £86k to set up and furnish the facility as well as ongoing care costs.
- **Staffing** - Support in providing and co-ordinating agency staff to care homes where there are staff self-isolating or shielding, including management capacity, to ensure that care provided remained high quality and safe throughout the pandemic. This included establishing a dedicated team within the local authority that operated 7 days a week, and out of hours, and both sources and co-ordinated agency staffing and deployment of council employed carers. This ensured that wherever possible staff were allocated consistently to a single place of care, minimising the risk of cross infection and improving the consistency of care. The team began working with providers on 4 April and have placed 41 staff in 8 homes covering 1476 hours of care to date.
- **Daily monitoring of pressures or support needs** - Daily calls through Provider Relationship Officers to all care home provider Registered Managers directly to monitor Covid-19 incidences, infection control procedures, staffing levels, testing utilisation, access to GP or NHS support. This is recorded in a daily record and escalated to senior leaders within both the council and CCG, and appropriate actions are put in place as required. Each care home has also been given a dedicate officer to be their single point of contact allowing for the building of a two way relationship and communication and not just data and information reporting requirements for homes. A consistent and named officer to support all homes was already established in Brent, allowing us to move immediately to a system of daily contact and communication. Therefore, this has been in place since 16 March, and support provided has ranged from advice and guidance, to resolving very practical issues at the beginning of the crisis such as officers going out to get groceries and personal hygiene supplies for homes and residents, and sourcing hard to get items such as

thermometers so that homes had sufficient basic equipment to manage infection.

- **Support and guidance** - Weekly care home forum (hosted virtually) for all providers to ensure all providers are sighted on the latest guidance, support and best practice from national and local partners. These calls have had regular attendance of approximately 40 people each week. Additional training and support includes bereavement and mental health support, infection control, medications management and a range of other national offers. Further, the local authority has funded, commissioned and is managing a Positive Behaviour Support worker to support providers to manage individuals with mental health issues, dementia or other conditions that mean that they are struggling to comply with social distancing requirements or infection control measures in both care homes and in Extra Care and psychologists from CNWL are providing bereavement and loss support to care home staff and residents.
- **Infection control and training** - Additional training has been provided for infection control, swabbing and other support through local public health and through a NW London NHS team. This has included daily virtual training, access to public health advice on weekly calls and visits to homes from the clinical NW London support team. Public Health colleagues in Brent have developed and are delivering weekly web based training in infection control and have undertaken visits to specific homes where there are concerns to train staff in person. 95% of care homes report through the care home survey that they have accessed training delivered by Brent in infection control and proper use of PPE. They have also provided risk assessments for care home staff to support and encourage staff to return to work where they have been concerned about the risk of infection, and they have provided on going advice to care homes around infection control.
- **Clinical support** – Expansion of existing Enhanced GP care home support to cover all care homes, in addition to further support provided through a NW London clinical nursing support team to advise on infection control, shielding residents and good practice and nursing requirements. This is in addition to the existing support provided by GPs and the NHS 111\*6 services. Coverage of the NHS 111\*6 service and nominated clinical leads have also been extended to Extra Care providers.
- **Testing** - Local co-ordination of testing through the Provider Relationship Officers, to try and ensure that testing provided through the myriad of routes (local, sub regional and national) is targeted at care homes with the highest risk or with Covid-19 incidences. The ambition is to move towards regular testing to ensure more effective prevention of further outbreaks. Many homes in Brent have been supported by the NWL Care Home Support Team, working with the local authority PROs, to co-ordinate and undertake testing and at the same time train and support care home staff to be able to administer the tests themselves in the future accurately. Survey responses show this has been both effective and valued. The ability for local commissioners to share local knowledge, prioritise homes to test and

to work with local health partners to deliver a responsive service has worked well. In contrast, survey responses highlight ongoing issues accessing testing kits via the portal or other centralised routes.

- **Cost pressures** - Inflationary uplifts in both the council and Funded nursing care (FNC) rates went live from 1 April, in line with modelled underlying cost bases in care homes. Additional pressures around staffing and PPE have been supported directly through the council. All providers have been paid in advance up to June 2020 and the offer has been made to providers for the council to fund loans to support cash flow if required.
- **Infection Control Grant** – distribution of the central government grant for infection control has been achieved in Brent, with care homes receiving payments per bed to support infection control. Just under £1.2m has been distributed to care homes since Mid-May.

6.1.8 Using a combination of local agreements and partnership with health and the Government self-registration scheme, all Brent care homes have now been tested, including MH and LD homes. Very few positive infections have been found and the testing is working well. Testing is also now being undertaken in other care settings, including Extra Care and Supported Living. Work is being undertaken to agree the regularity of this on an ongoing basis across the system. Where necessary and if there is ongoing concern, homes to be tested are prioritised by the Brent Commissioning Team and testing visits are arranged and coordinated by them, with tests being carried out by NWL CCG staff. The majority of homes are arranging their own testing and re-testing via the online government portal.

6.1.9 In a more general sense, commissioners continue to provide support where they can, providing staff and PPE, and co-ordinating additional support where necessary. Local authority public health colleagues are providing on going daily on line training sessions as well as telephone support on PPE guidance, infection control and other issues, but where more support is needed, the NWL Care Homes Team or the Enhanced Care in Care homes Team will undertake support visits to homes.

#### Public Health

#### ONS data

6.1.10. The most recent data published by ONS on 12 June reported on COVID-19 deaths between 1 March and 31 May. Brent had the highest age standardised death rate (of all authorities in England and Wales) at 210.9 deaths per 100,000 population. Age standardisation is used by ONS to allow valid comparisons between areas with different aged population (generally an area with more older residents would have a higher death rate than one with more younger residents).

6.1.11 Brent has the second highest number of confirmed cases in London, 1491. Earlier in the outbreak and pandemic there were limitations in obtaining tests

and so many cases may have been missed. There were also limits on individuals who were asymptomatic obtaining testing and so the data on confirmed cases is largely driven by hospitalised cases.

- 6.1.12 The Health and Wellbeing Board, on 29 June, received a specific report on the disproportionate impact of Covid 19 on BAME communities in Brent. The link for the agenda papers can be found [here](#).

#### Test and Trace

- 6.1.13 The national system was introduced on 29 May. We receive information and data daily on the number of positive cases detected, the number of contacts and the completion rate of tracing cases and contacts.

#### Outbreak Control Plan and arrangements

- 6.1.14 The draft service agreement between PHE and the Local Authority as well as draft Standard Operating Procedures (SOPS) for each setting (e.g. schools, care homes, businesses) have been received from PHE. The Health Protection Board is meeting weekly, is chaired by the DPH and reports to Gold. The Board has identified a PH lead and a service lead for each setting (e.g. early years staff for nurseries). The Board has completed the six point London framework action plan. The [Outbreak Plan](#) was signed off at the Health and Wellbeing Board on the 29<sup>th</sup> of June.

#### Health Protection Training

- 6.1.15 The public health and PII teams have developed training on health protection and infection control which was delivered to social care staff, early year's settings and schools as well as council services. Over 875 people have attended the early years and schools training.

#### Staff safety

- 6.1.16 Occupational health and public health worked together on risk assessments and provision of advice for staff.

#### Hyper local testing centre in Harlesden

- 6.1.17 A Hyper local testing site opened in Harlesden, run by Deloitte and the Department for Health and Social Care. The centre, the first in London, opened on 10 June aimed at those hard to reach groups in the area, with particular emphasis on the BAME community. With walk in appointments scheduled via the Customer Access designated line, officers are also able to identify and triage service users to other services, such as Debt Management, Welfare and Homelessness making the appropriate referrals.

#### Housing

- 6.1.18 Plans were put in place to ensure that rough sleepers were accommodated and additional accommodation was provided for those that were in danger of becoming rough sleepers. A total of 249 people have been placed in four different hotels, the main one being the Ambassadors, where 135 rooms were block booked until 10 July. An exit strategy has now been developed and agreed, which will see each person moved on to alternative accommodation that meets their needs.
- 6.1.19 A new team has been created in ASC and working with Housing and PII, assessments are being carried out to ascertain the support needs of each person placed in emergency accommodation. The objective is to ensure they do not have to return to rough sleeping.
- 6.1.20 Housing Management have continued to deliver essential services to tenants and leaseholders. Caretaking, repairs and planned works to communal areas (internal and external) have all continued, as they are essential services to residents. Also, vulnerable residents were identified, so that contact can be maintained with them and the service's improved support and signposting provided to those struggling to maintain payments.

## **6.2. Regeneration and Environment**

### Temporary Mortuary

- 6.2.1 During the period of the pandemic, the Council built an additional mortuary capacity and worked with funeral directors to ensure funerals happened as quickly as possible. The operation at Marsh road was in action until the end of May when it was decommissioned. Those officers who were deployed to the site have been contacted individually and offered counselling support.

### Parks and Open Spaces

- 6.2.2 Enforcement of social distancing in parks and open spaces and high streets along with the effective monitoring of which shops should and should not be open, keeping the bins emptied given much higher levels of domestic waste have all continued. Plans have now been drawn up for a possible local lockdown as well as how to manage social distancing with non-essential shops opening on 15 June. These documents have been shared with Members.

### Social Distancing in our Town Centres and Neighbourhoods

- 6.2.3 Neighbourhood Managers worked with business owners to help them better understand social distancing measures, reinforcing communications.
- 6.2.4 Social distancing measures on Highways and Footways were put in place from 11 May.

### Business Support

- 6.2.5 Government guidance on the Discretionary Grant Scheme was published identifying Brent's allocation at £3.3m. The implementation of this is being led by Regeneration and Environment with input from Customer Services, Finance, Audit, Anti-Fraud and employment, skills and enterprise colleagues. Criteria for eligibility was considered by CMT, Lead Members and Cabinet.
- 6.2.6 The Economic Growth team have been providing advice and support for local businesses, on matters such as the grant and loan schemes available, and how to re-open safely. The Brent Business newsletter now has 7,000 subscribers and has increased to twice weekly. Brent for Business has been running webinars to enable discussion and advice on relevant matters.

#### Brent Start

- 6.2.7 Brent Start followed government advice on educational establishments and closed the building at the start of the lockdown. The educational offer was moved on line to enable students to still access learning. The Stonebridge centre is now beginning a limited re-opening to some learners and tutors, following social distancing rules.

#### Regeneration

- 6.2.8 In terms of construction, a number of regeneration projects have been re-instated with social distancing measures in place.

### **6.3 Customer and Digital Services**

#### Customer Access

- 6.3.1 All public facing staff in customer access were redeployed to ensure that increased benefits and council tax enquiries were efficiently expedited and all calls answered. Face to face customer service remains closed and is due to open on 6 July from 10.30 to 14:30 initially, with a limited service. This is in line with the initial offering of library and Hubs services.
- 6.3.2 Telephone lines are open 9am to 5pm with the usual out of hours emergency service provided. A special enquiry line and email inbox was established to help residents with COVID-19 queries. The Customer Access contact centre is managing the appointments for the test site at Harlesden from w/c 8 June. The team will also be supporting from the LA perspective the Track and trace app.

#### Shielding

- 6.3.3 The Council has made contact with 19,931 NHS Shielded residents and others referred to us as vulnerable and provided food and medicines to those who were in need. Work is ongoing to clean the data received from the NHS but this will need to be done on an ongoing basis as more data is received daily.
- 6.3.4 We have implemented a technical solution to contact the latest batch of 9,000 residents and have sent text messages to 8500 mobile phone numbers. 1100

only had land line numbers for whom outbound calls were arranged. 122 residents did not have any phone numbers and those have been written to. In addition to this, 593 letters were sent to residents whom the council had been unable to reach after three attempts, advising them to contact via 1234.

- 6.3.5 The food delivery service running out of Bridge Park proved very successful, delivering a total of 18,275 food parcels for shielders and non-shielders. The process of a food delivery service for non- shielded vulnerable residents was approved by Gold at the end of May. This allowed for a reduction in the operation ensuring that the food service was focussed on a smaller group who were in the most need of support. Wider support is also being offered to these residents via our Community Hubs.

#### NNDR

- 6.3.6 For NNDR, the council continue to work with Capita on the new reliefs and grants relating to business rates. A report was approved by the Chief Executive under emergency powers on 30.3.20. The report enabled the application of discounts and the payment of grants to business. The payment of grants has been up and running since 4 April. It relies on obtaining details from rate payers, E-forms for this went live on the web site on 1.4.20. The return to government is amber given the volume of work yet to be completed, it is estimated not all grants will be paid until the end of June. Grants processed are at 3,894 worth £57.365m that's 85.60%.

#### ICT

- 6.3.7 Our ICT has coped exceptionally well and has enabled remote working to operate effectively. At the start of the lockdown, the majority of staff were able to use laptops to work from home. The rapid roll out of Microsoft Teams (within three days) and Zoom (within a week) has supported continued interaction within teams and externally. The number of users logging in remotely has been around 2,100 per day and a recent survey of employees shows that the majority have been able to carry out their roles effectively using online systems. A new telephone support line has also been implemented. Through our digital transformation team we have also been able to quickly develop new systems to support the response to the Pandemic such as online forms and databases to manage work to support people who are shielded or vulnerable.

### **6.4 Assistant Chief Executive**

#### Voluntary and Community Sector (VCS)

- 6.4.1 Work continues in partnership with the voluntary and community sector to support the most vulnerable, including Mutual Aid Groups, the Food Aid Network and the Multi Faith Forum, to provide support and food and transport to foodbanks and to support the VCS in providing advice and support to residents.

#### Communications

- 6.4.2 Communications have constantly been responding to media enquiries and ensuring information is given to residents in the Borough through the web, social media channels, leaflets, Brent Magazine and banners and advertising to support public health messaging.
- 6.4.3 A new communications and engagement plan has been in place, focused on a more direct, targeted line of approach focused on risk groups including BAME residents (who are up to 4 times more likely to die from Covid) – as well as harder hitting borough-wide messaging.
- 6.4.4 The approach works on delivering these messages through borough-wide communications channels while simultaneously mobilising more advocates (secondary voices) to deliver these messages to various audiences and thereby maximise reach especially with those who remain most at risk. The council is working with key partners such as the Multi Faith Forum, community organisations and radio stations that provide messages and targeted information to key groups within our communities.

#### Governance

- 6.4.5 Successful zoom meetings have been held, including the Planning Committee on 6 May; Audit & Standards Advisory and Audit and Standards Committee on 5 May. Scrutiny forward plan for both committees has been drafted and two scrutiny committees are scheduled for July 2020.

### **6.5 Children and Young People**

#### Schools & Early Years Settings

- 6.5.1 From the outset of the pandemic, arrangements have been put in place to ensure that contact was maintained with vulnerable children and young people known to Brent, either through home visits or video calling. At the beginning of the epidemic, practice guidance was updated to ensure that face to face visits to the most vulnerable children and families could continue.
- 6.5.2 Referrals to the Brent Family Front Door were lower than average through April and May but referrals are now returning to similar levels prior to the pandemic, which is an indication that other professionals and partners are operating at reasonable capacity and identifying safeguarding risks in the community.
- 6.5.3 Vulnerable pupils, including Looked After Children and Care Leavers in education, have been supported to obtain government funded laptops and these are now being distributed.
- 6.5.4 The council has been active in supporting schools and early years settings. Regular briefings and meetings of headteachers and Chairs of Governors with the Strategic Director have provided advice and guidance throughout this period. Protective measures training has been provided to early years settings



and schools by Public Health. Supplementary PPE has also been provided to early years settings and schools in line with government guidelines. CYP have coordinated the procurement of signage on behalf of schools in preparation for wider opening. Educational psychologists have also provided counselling and guidance to school teachers to support them with managing issues brought up by the COVID-19 pandemic.

- 6.5.5 The vast majority of Brent schools have remained opened throughout the pandemic, for children of critical workers and vulnerable children. A number of early years settings have also remained open for children of critical workers and vulnerable children.
- 6.5.6 Further to the government announcement on 28 May that all five tests have been met, Brent primary schools confirmed their arrangements for wider opening of Reception, Year 1 and Year 6. Brent's Health and Safety Team worked with the Children and Young People Department to support community schools in reviewing their risk assessments prior to wider opening.
- 6.5.7 All Brent schools have now opened more widely, apart from one Voluntary Aided school. In line with the Government's request, secondary schools have opened for up to 25% of the cohorts of Year 10 and Year 12 pupils from 15 June. Special schools have welcomed more children in June on the basis of each individual child's needs, in line with the Government's request to schools to open more widely for specified year groups.
- 6.5.8 Business as usual has been maintained regarding school admissions, with primary offers made on National Primary offer day, 16 April for reception places commencing at Brent primary schools this September.

## **6.6 Chief Executive's**

### Legal, HR, Audit and Investigations

- 6.6.1 Information has constantly been updated and sent to staff and risk assessments have been conducted. More recently a process to risk assess both staff working at home and in the office prior to a wider return to the Civic Centre has been initiated.
- 6.6.2 We have needed to ensure that we are alert to any potential fraud as a result of monies being distributed in response to COVID-19. Legal Services has been closely involved in advertising and supporting departments in implementing legislation and guidance relating to the emergency situation.

## **7.0 Recovery**

- 7.1 As the lockdown continued, the Council made preparations for Recovery Planning focused on the basis of 'retain', 'reinvent', 'restore' and 'remove'. This covered both internal i.e. council and external i.e. community recovery. Sessions with PCG, CMT and with senior managers were held to feed into recovery planning. We also looked at similar work being done across other

councils. A number of key themes and work streams were developed through these discussions. Sessions were also held for all Members, using the Brent Connects structure, to enable them to comment on and feed into this planning.

- 7.2 Dedicated officer working groups have been set up to support these themes; namely Domestic Violence, Financial Inclusion, Mental Health and Capital Projects. The work in this area has also involved relevant Cabinet Members. Other areas of focus are economic recovery and climate change. In addition, departments have developed recovery plans for their areas which are being fed into the annual Service Planning process.
- 7.3 Recovery work has also focussed on planning towards reinstating face to face services, ensuring our buildings will be able to operate safely when more people are using them and building on what has worked well in terms of new ways of working. Significant health and safety works have been undertaken e.g. bringing in screens for face to face staff and additional PPE to facilitate the gradual return of staff to work.
- 7.4 Direction has been given to all Directorates that only up to 10% of the workforce is expected to return to the Civic Centre from July. To support this, each area was asked to submit the numbers of staff expected to return and the rotas around which this would operate. In addition to this, there will be reduced opening hours for face to face services to allow staff to use off peak public transport as well as limiting the number of residents visiting the Civic Centre at any one time. Measures have been put in place to make the Civic Centre more COVID-19 secure with the installation of screens and signage.
- 7.5 HR has also organised risk assessments to be completed by all staff to understand the needs of the workforce and ensure compliance. This is supported by a new Flexible Working approach which sets out short and longer term proposals for the future and increased working from home arrangements.

## **8.0 Financial Implications**

- 8.1 The financial implications to this report are set out within the separate Finance report.

## **9.0 Legal Implications**

- 9.1 The Civil Contingencies Act establishes a new legislative framework for civil protection in the United Kingdom. It imposes a clear set of roles and responsibilities on those organisations with a role to play in preparing for and responding to emergencies. Local authorities are a Category 1 responder under the Act, and have a key role to play in respect in discharging their duties in the legislation.
- 9.2 The Act, and accompanying Regulations and guidance, delivers a single framework for civil protection in the United Kingdom capable of meeting the challenges of the twenty first century. The Act is separated into two parts: local arrangements for civil protection (Part 1) and emergency powers (Part 2).
- 9.3 Part 1 of the Act, the supporting Regulations and statutory guidance *Emergency Preparedness*, establish a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level. Local responders are divided into two categories, with a different set of duties applying to each.
- 9.4 Category 1 responders are those organisations at the core of emergency response (e.g. emergency services, local authorities, NHS bodies). Category 1 responders are subject to the full set of civil protection duties. These include:
- assessing the risk of emergencies occurring and use this to inform contingency planning in the form of a Community Risk Register;
  - Put in place emergency plans;
  - Create business continuity plans to ensure that they can continue to exercise critical functions in the event of an emergency;
  - Make information available to the public about civil protection matters, and maintain arrangements to warn, inform and advise the public in the event of an emergency;
  - Share information with other local responders to enhance co-ordination
  - Co-operate with other local responders to enhance coordination and efficiency;
  - Provide advice and assistance to businesses and voluntary organisations about business continuity management (Local Authorities only).
- 9.5 Category 2 responders are required to co-operate and share information with other Category 1 and 2 responders to ensure that they are well integrated within wider emergency planning frameworks, and contribute their expertise on risks and essential services in the form of the Local Resilience Forums.
- 9.6 As indicated in the body of the report, the Chief Executive can exercise urgent powers pursuant to the following provisions in Part 3 Paragraph 9.3.2. of the Constitution in an emergency such as the current crisis’.

## **10.0 Equality Implications**

- 10.1 The public sector equality duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have “due regard” to the need to eliminate discrimination, harassment and victimisation and other

conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a “protected characteristic” and those who do not share that protected characteristic. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

- 10.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 10.3 There is no prescribed manner in which the council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.
- 10.4 Due to the urgency of the situation, formal assessments were not undertaken, in respect of the decisions in Appendices 1 and 2. Such formal assessments are not a requirement of the duty. Importantly, an underlying purpose of the decisions was regard to the protection of those with protected characteristics, i.e. those over 70 and those with underlying health issues by restricting the potential spread of the virus.
- 10.5 It is clear that there has been a disproportionate impact of COVID-19 on BAME communities in relation to their health. We also need to closely monitor the economic impact of COVID-19 on BAME communities. This will form part of the Council priorities moving forward.
- 10.6 It is clear that the suspension of certain services, and deprioritisation of others, will affect other protected groups, e.g. the closure of playgrounds will disproportionately impact on children and young people. However, the Council’s primary consideration of protecting vulnerable groups (based on public health advice and guidance and government directions and guidance) were and are considered to outweigh any other adverse impacts on other protected groups. Many of the services which were suspended or reduced are now being re-opened or expanded.
- 10.7 Where possible services have identified actions to mitigate the impact of the decisions, e.g. moving to an online service where possible. The equalities impact of the decisions are being kept under review.

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

- 11.1 It was not considered in the circumstances of the COVID-19 crisis that non-statutory public consultation was a viable or reasonable option for the Council in taking the urgent decisions referred to in this report, even if at other times it would have considered consultation with the public and / or stakeholders affected by the decision.

11.2 The Council continues to make reasonable efforts to communicate with and take on board the views of service users affected by decisions and inform residents and stakeholders as quickly as possible about any changes to service provision. Where appropriate and reasonably practicable, changes to the Council's decisions are made following responses from service users and others.

**12.0 Human Resources/Property/Environmental Sustainability Implications (if appropriate)**

12.1 Covered within paragraph 6.6.1 – 6.6.2 of the report.

**Report sign off:**

**CAROLYN DOWNS**  
Chief Executive

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## Appendix 2- Schedule of Service Changes/decisions (June 2020)

Department	Service	Decision to close / reduce: rationale	Decision taken by: officer with delegated authority (including Gold)	Equalities consideration	Consultation undertaken, including with Cabinet member
<b>Regeneration and Environment</b>	Funfairs and Large Gatherings in Parks	A refusal of applications to hold funfairs large events in park until further notice. This is to ensure proper controls on social distancing to mitigate against the risk a second virus wave.	Operational Director Environment Service GOLD	None	Lead Member Leader
<b>Children and Young People</b>	Short Breaks Centre	A limited service is being offered for children in greatest need with stringent guidance issued to staff. Limited service reinstated from 11 <sup>th</sup> May.	Operational Director, CYP in consultation with Strategic Director Date of decision Monday 30 <sup>th</sup> March.	CWD 0-25 service supporting families with additional care packages and co-ordinating support from schools and settings to assist parents in care for their children.	Lead Member was informed on 15 <sup>th</sup> May. Parents were consulted with prior to closure – decision based on majority of parental preference not to use the centre under current advice.

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## **Appendix 3**

### **List of Decision taken under the Chief Executives delegated emergency decision making powers**

Eight key decisions have been taken using the Chief Executives delegated emergency making powers:

[Responding to Covid 19 with Brent's Voluntary & Community Sector - Emergency Fund](#)

[Proposals for Accelerated Payments due to Covid 19](#)

[National Non Domestic Rates: To approve discretionary rate relief schemes for 2020/21](#)

[Critical services and decision making](#)

[Emergency Mortuary Capacity & Costs](#)

[COVID-19 transport response and emergency measures](#)

[Deferral of rent and service charge payments from Council tenants adversely affected by Covid-19](#)

[Council tax: 13A Hardship Payments](#)

Two non-key recordable decision has been taken using the Chief Executives delegated emergency making powers:

[Coronavirus \(Covid 19\) - Finance Update](#)

[Local Authority Discretionary Grant Scheme criteria expansion](#)

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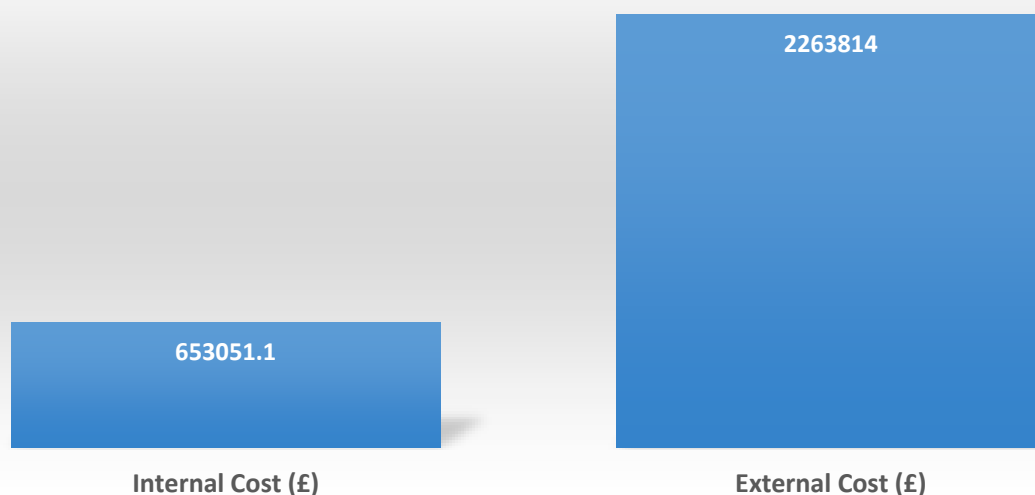
	<b>Decision taken under Chief Executives delegated Emergency Decision making powers</b>	<b>Date</b>
1)	<a href="#">Local Authority Discretionary Grant Scheme - additional criteria expansion (Emergency Non-Key Decision) ref: 5145</a>	27/07/2020
2)	<a href="#">Access to Emergency Pan-London Mortuary Capacity due to Covid-19 ref: 5169</a>	03/09/2020
3)	<a href="#">Local Restrictions Support Grant 2020 and Test and Trace Support Payment (Emergency Key Decision) ref: 5237</a>	12/10/2020
4)	<a href="#">Emergency Support Funding for Covid-19 ( Key Decision taken under Emergency Decision Making powers) ref: 5260</a>	05/11/2020
5)	<a href="#">Local Restrictions Support Grant 2020 Update (Key Decision taken under Emergency Decision Making Powers) ref: 5284</a>	16/11/2020
6)	<a href="#">Emergency Allocation of Funding for the Covid-19 Winter Grant Scheme (Key Decision taken under Emergency Decision Making Powers) ref: 5346</a>	04/12/2020
7)	<a href="#">Award of Contract for set up and management of Covid-19 Lateral Flow Testing (Key Decision taken under Emergency Decision Making Powers) ref: 5372</a>	18/12/2020
8)	<a href="#">2nd Award of Contract for set up and management of Covid-19 Lateral Flow Testing (Key Decision taken under Emergency Decision Making Powers) ref: 5410</a>	29/01/2021
9)	<a href="#">National Non Domestic Rates: Discretionary Rate Relief Schemes for 2021/22 Quarter One (Key Decision taken under Emergency Decision Making Powers) ref: 5476</a>	10/03/2021
10)	<a href="#">Authority to award a contract for set up and management of COVID-19 lateral flow testing (Key Decision taken under Emergency Decision Making Powers) ref: 5503</a>	01/04/2021

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## BREAKDOWN OF IN-HOUSE LEGAL SERVICES VERSUS EXTERNAL

Matter Type	Sum of Time Recorded Hours	Internal Cost (£)	External Cost (£)	Savings to Brent
<b>Grand Total</b>	<b>6673</b>	<b>£653,051</b>	<b>£2,263,814</b>	<b>£1,610,763</b>

### In-house v External



Matter Type	Sum of Time Recorded Hours	Internal Cost (£)	External Cost (£)	% increase	Savings to Brent
Contracts	3083	£307,489	£1,186,955	286.02%	£879,466
Property: Development agreement	902	£83,671	£270,588	223.39%	£186,917
Property: Leasehold acquisition	923	£88,134	£276,807	214.07%	£188,673
Property: Other Property Transaction	106	£11,055	£31,929	188.82%	£20,874
Property: Title Investigation Report	1554	£153,490	£466,335	203.82%	£312,845
Property: Undefined	4	£428	£1,200	180.70%	£773
General: Advice file or miscellaneous	100	£8,785	£30,000	241.51%	£21,215
<b>Grand Total</b>	<b>6673</b>	<b>£653,051</b>	<b>£2,263,814</b>	<b>246.65%</b>	<b>£1,610,763</b>

### NOTES

This data represents a selection of matters which Brent Legal Services have Legal conduct over (these matters would have historically been externally dealt with).

The data covers 58 matters dating back to 2017 (note general files are open over a longer duration) to date.

Inhouse costs v External costs represented numerically and graphically  
Savings to Brent represented numerically.

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**Resources and Public Realm Scrutiny Committee**  
**Scrutiny Recommendation Tracker 2021-22**

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

**Tuesday 13 July 2021**

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review date
EURO 2020 Final at Wembley Stadium	That it be recommended to Cabinet; to hold a public review into the Council's actions taken before, during and after the Euro 2020 Final to establish the lessons learnt.	<a href="#">Cabinet</a> <a href="#">13 September 2021</a>  <b>Cabinet Decision:</b> That Brent Council will: i). Undertake an assessment of Council activities relating to its responsibilities around safety, licensing and enforcement at Wembley Stadium as part of the Euro 2020 Finals in order to support the overarching Review led by Baroness Casey; ii). Fully support the Baroness Casey Review throughout; iii). Consider fully any recommendations relevant to the Council's duties that arise from the Review and; iv). Oversee and implement any actions and priorities for change.  <a href="https://democracy.brent.gov.uk/documents/s113587/6a.%">https://democracy.brent.gov.uk/documents/s113587/6a.%</a>	Cabinet Members: Cllrs Sheth and Knight Lead Department: Regeneration and Environment  Strategic Director and Regeneration and Environment	Implementation by: By July 2022	July 2022

		<a href="#">20Executive%20Response%20to%20the%20Resources%20and%20Public%20Realm%20Scrutiny%20Committee.pdf</a>			
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## 1 October 2020

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review date
Violence Against Women Scrutiny report	That the Violence Against Women Scrutiny report and recommendations be adopted and referred to Cabinet for consideration.	Cabinet 7 December 2020  Cabinet RESOLVED to approve the Executive Response to the recommendations made by the Violence against Women and Girls Scrutiny Task Group, as detailed within Appendix 1 of the report. <a href="http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=455&amp;MId=6090&amp;Ver=4">http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=455&amp;MId=6090&amp;Ver=4</a>	Regeneration and Environment, Safer Brent Partnership  Cabinet Member for Community Safety and Engagement  Strategic Director for Regeneration and Environment	The scrutiny report and the Cabinet's Executive Response was considered the Safer Brent Partnership on the 26 January 2021.  A report on the progress of the implementation of the agreed scrutiny recommendations should be considered by the committee in January 2022.	Dec 2021

## 14 July 2020

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review date
The Public Realm	That the new parking strategy ensure that it is always cheaper to park a bike than park a car in	Cabinet 12 October 2020  Cabinet Decision/Response:	Regeneration and Environment	The department will look to raise the lowest parking permit price to the equivalent of the starting price for using a cycle hanger i.e. from the current £25 to £36.	March 2021



	Brent, and ensure that the cheapest resident parking permit is more expensive than using a bike hangar.	<p>Cabinet RESOLVED to approve the Executive Response.</p> <p>Cabinet Decision: That consideration be given to raising the lowest parking permit price to the equivalent of the starting price for using a cycle hanger.</p>	<p>Cabinet Member for Environment and Cabinet Member for Regeneration, Property &amp; Planning</p> <p>Strategic Director and Regeneration and Environment</p>	<p>The Council uses two suppliers for the provision and management of Cycle Hangars in the borough, residents pay £36 for 3 years (subsidised) rising to £72 per annum for a space. This charge includes administration and also cleaning and maintenance of the hangar. The lowest resident annual permit is £25 per year, this is to encourage ownership of greener vehicles in the borough. We have no plans for changes to the emission based permit charges at present, but this can be considered when reviewed in the future.</p> <p>We have secured £300k of S106 developer funding for the expansion of the boroughs cycle hangar network over the next 2 years. Officers have been exploring the options to reduce the cost of a bike hangar space following the 3 year subsidy and have contacted our current suppliers to see if they have the scope to manage this on our behalf and reduce the annual charge residents would have to pay, or whether this can be managed in-house. The team have been focussing on the introduction of school streets in response to the Covid-19 pandemic, but will further explore options in the Spring / Summer. If the option is for a supplier to manage cycle hangar requests, this will require procurement / contract arrangements.</p> <p>This will not be progressed during the current pandemic restrictions, with the target start date for consultation on this proposal no earlier than June 2022.</p>	New review date: July 2022
The Public Realm	That 20mph be adopted as the default speed on Brent roads, subject to an	<p>Cabinet 12 October 2020</p> <p><i>Cabinet Decision:</i></p>	Regeneration and Environment	A large percentage of the borough is already 20mph and new safety schemes introduce 20mph speed limits when introduced. Further	March 2021

	environmental audit, and that a timetable be drawn up for the introduction of a 20mph speed limit across the borough.	That consideration be given to introducing 20mph as the default speed on Brent roads to an extent that reasonably accounts for the feasibility, the cost, the value, the actual impact on traffic and speeding at any given location, and the capacity of the department to deliver this policy at this time.	Cabinet Member for Environment and Cabinet Member for Regeneration, Property & Planning  Strategic Director Regeneration and Environment	consideration to a borough wide approach will be given in 2021, but with limited funding available it may not be cost effective at this time.	New review date: March 2022
The Public Realm	That any future transport strategies and plans include clear measurements and modelling for active transport and the impact on air quality.	Cabinet 12 October 2020  Cabinet Decision: That consideration be given, when reviewing and updating the Long Term Transport Strategy or drafting any new strategies for future transport strategies and plans, to include clear measurements and modelling for active transport and the impact on air quality.	Regeneration and Environment  Cabinet Member for Environment and Cabinet Member for Regeneration, Property & Planning  Strategic Director Regeneration and Environment	A review of the LTTS is currently underway. A draft plan is scheduled to be taken to Cabinet in Summer 2021 for approval to undertake consultation in Autumn 2021, with the final, revised plan set to be published in early 2022.	March 2021  New review date: March 2022

## 12 March 2020

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review date
Brent Parks Strategy	That a new Brent Parks Strategy encompass the green and open spaces as a whole and include	Cabinet 17 August 2020	Regeneration and Environment	The strategy is still in development but will include targets based on the scrutiny	March 2021

	measurable targets, including bespoke targets for Brent, to facilitate the use of parks and open spaces by a diversity of different people in the community and to encourage sporting activities.	<p>Cabinet Decision/Response:</p> <p>Cabinet RESOLVED to approve the Executive Response to the recommendations made by the Resources &amp; Public Realm Scrutiny Committee on 12 March 2020 relating to the Council's Parks Strategy.</p>	<p>Cabinet Member for Environment</p> <p>Strategic Director and Regeneration Environment</p>	<p>recommendations made. Given the current demand on the Parks</p> <p>The service will develop a baseline measure in two Brent Parks by Spring 2022 to understand who is currently using Brent parks and their reasons for doing so. This should enable identification of where any gaps are.</p>	<p>New review date: Nov 2021</p>
Brent Parks Strategy	To improve the data on people using the park, which could be used to inform the strategy.	<p>Cabinet 17 August 2020</p> <p>Cabinet Decision/Response:</p> <p><i>Decision: AGREED.</i></p>	<p>Regeneration and Environment</p> <p>Cabinet Member for Environment</p> <p>Strategic Director and Regeneration Environment</p>	<p>The service will develop a baseline measure in two Brent Parks by Spring 2022 to understand who is currently using Brent parks and their reasons for doing so. This should enable identification of where any gaps are.</p>	<p>March 2021</p> <p>New review date: Nov 2021</p>
Brent Parks Strategy	That provision be made within the strategy and management of parks to allow for barbeques in designated areas, perhaps with the requirement of a permit and perhaps after a trial period to test out how this might work.	<p>Cabinet 17 August 2020</p> <p>Cabinet Decision/Response: Decision: AGREED.</p> <p>Cabinet noted that consideration of the provision to allow use of BBQs in designated areas would require further review, in terms of the options available to manage any change as part of ongoing development of the strategy, on which the Scrutiny Committee would be kept updated.</p>	<p>Regeneration and Environment</p> <p>Cabinet Member for Environment</p> <p>Strategic Director and Regeneration Environment</p>	<p>The service will develop a baseline measure in two Brent Parks by Spring 2022.</p>	<p>March 2021</p> <p>New review date: Nov 2021</p>

12 September 2019

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review date
Knife Crime Scrutiny Task Group Report	<a href="#">Knife Crime Scrutiny Task Group Report</a> and recommendations  RESOLVED: The Resources and Public Realm Scrutiny Committee: agreed the report and recommendations of the Knife Crime Scrutiny Task Group and that the report now be referred to the Cabinet for consideration.	<a href="#">Cabinet 14 October 2019</a>  Cabinet Decision/Response:  RESOLVED: that the recommendations set out in the report of the Knife Crime Task Group be agreed.	Regeneration and Environment - the Safer Brent Partnership  Cabinet Member for Community Safety and Engagement  Strategic Regeneration Director and Environment	A report on the progress of the implementation of the agreed scrutiny recommendations was considered by the committee on Monday 10 May 2021.  It was then resolved to request a further Knife Crime Scrutiny Review update in six months' time. This is programmed for Wednesday 10 November 2021 and is detailed in the main report.	10 May 2021  New review date: Nov. 2021

### Notes

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

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

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

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

### **Key:**

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

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

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

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

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

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

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

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

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# LONDON BOROUGH OF BRENT

## FORWARD PLAN OF KEY DECISIONS

### for the period 1 December 2021 onwards

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

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

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

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

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

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

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

The current membership of the Cabinet is as follows:

[Cllr Butt](#) (Leader)

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

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

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

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

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

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

[Cllr Krupa Sheth](#) (Environment)

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

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

**Publication Date: 5 November 2021**

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

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<b>November 2021</b>					

<b>Annual Procurement Strategy Report - FY 2021</b> To review and provide feedback on the progress made to date on the Procurement Strategy.  <b>KEY</b> Report: <b>Open</b>	Cabinet	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	8 Nov 2021	Head of Procurement Tel: 0208 937 1598 rajesh.shori@brent.gov.uk
<b>School Place Planning Strategy 2019-23 Refresh</b> To consider an update to the School Place Planning Strategy 2019 - 2023 that was approved by Cabinet in November 2018.  <b>KEY</b> Report: <b>Open</b>	Cabinet	Strategic Director - Children and Young People	Lead Member for Schools, Employment & Skills (Councillor Thomas Stephens)	8 Nov 2021	Operational Director, Safeguarding, Partnerships & Strategy Tel: 0208 937 4173 Brian.Grady@brent.gov.uk



Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<b>Purchase of a S.106 block of apartments at the Telford Homes Alperton Bus Garage Development</b> Cabinet to delegate authority to the Finance Director in consultation with the Operational Director of Property and Assets to complete the transaction.  <b>KEY</b>  Report: <b>Part exempt</b>	Cabinet	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	8 Nov 2021	Director of Finance Tel: 020 8937 4043 minesh.patel@brent.gov.uk
<b>Update on the Financing of United College Group's' Wembley site development</b> To seek approval to continue supporting the United College's Wembley site development following a change buyer.  <b>KEY</b>  Report: <b>Part exempt</b>	Chief Executive	Chief Executive	Deputy Leader (Councillor Margaret McLennan)	Not before 1 Nov 2021	Director of Finance Tel: 020 8937 4043 minesh.patel@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<b>Authority to Award Contract for Election Services Printing</b> To seek approval for the award of contract following a tender process for the provision of printing services for the Elections Service.  <b>KEY</b>  Report: <b>Part exempt</b>	Assistant Chief Executive	Assistant Chief Executive	Deputy Leader (Councillor Margaret McLennan), Deputy Leader (Councillor Margaret McLennan)	Not before 1 Nov 2021	Electoral Services Project Manager Tel: 020 8937 2522 khadija.koroma@brent.gov.uk
<b>Authority to Award a contract for rehabilitation beds</b> Authority to award a contract for the provision of rehabilitation beds  <b>KEY</b>  Report: <b>Part exempt</b>	Strategic Director - Community Well-being	Strategic Director – Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	8 Nov 2021	Director of Health and Social Integration Tel: 020 8937 3968 Tom.Shakespeare@brent.gov.uk
<b>Award of HRS contracts</b> To award the HRS contracts to successful providers who have bid through the tender process.  <b>KEY</b>  Report: <b>Part exempt</b>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	Not before 1 Nov 2021	Interim Commissioning Manager Tel: 020 8937 4162 Lorraine.Regan@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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<b>Additional Restrictions Grant: Amendment Three</b> To amend the existing scheme so that: i. Applications for version two “Back to Business” are processed and any required top-up paid by 31 March 2022. ii. Existing recipients to receive top-up payments to further support their business. iii. Wider business support will be provided through support schemes and support costs <b>KEY</b> Report: <b>Part exempt</b>	Strategic Director - Customer and Digital Services	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	12 Nov 2021	Head of Revenues and Debt Tel: 020 8937 2307 Peter.Cosgrove@brent.gov.uk
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<b>To extend the contract for 0-19 Public Health Contract (Health Visiting and School Nursing Services)</b> To extend the contract for 0-19 Public Health Contract (Health Visiting and School Nursing Services) until the 31st March 2022. <b>KEY</b> Report: <b>Part exempt</b>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Public Health, Culture and Leisure (Councillor Neil Nerva)	Not before 1 Nov 2021	Public Health Marie.McLoughlin@brent.gov.uk
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Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<b>Authority to appoint consultant to provide fire risk assessments and related services</b> To request authority to appoint a consultant to provide fire risk assessments and related services through a Framework Agreement.  <b>KEY</b>  Report: <b>Part exempt</b>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	Not before 1 Nov 2021	Head of Property Services Tel: 020 8937 2652 Giuseppe.Coia@brent.gov.uk
<b>Tree Maintenance Contract Extension</b> To extend the current Tree maintenance contract for a period of two years.  <b>KEY</b>  Report: <b>Part exempt</b>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	Not before 24 Nov 2021	Head of Parking and Lighting Tel: 020 8937 2979 gavin.f.moore@brent.gov.uk
<b>Street Lighting Maintenance Contract Extension</b> To extend the current street lighting maintenance contract for a period of two years.  <b>KEY</b>  Report: <b>Part exempt</b>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	Not before 24 Nov 2021	Head of Parking and Lighting Tel: 020 8937 2979 gavin.f.moore@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p><b>Northwick Park, One Public Estate - Authority to Award Contract for Spine Road Construction</b></p> <p>Authorisation for the award of a contract under the Councils existing highways framework following completion of a mini-competition process.</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	Not before 1 Nov 2021	Contract and Supply Manager Tel: 020 8937 3583 Mohammed.Negm@brent.gov.uk
<p><b>Daily Visitor Parking Charges and Permit Refunds</b></p> <p>To proceed to publication and notification on the amendment of the relevant Traffic Management Orders to formally link and align daily visitor permit prices to bus fares and increase the maximum refund value for all parking permits.</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	Not before 1 Nov 2021	Parking Policy Manager Tel: 020 8937 5105 anthony.vartanian@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p><b>Authority to procure a contractor for Carlton Vale Boulevard, South Kilburn</b> To agree the authority to procure a contractor to deliver Carlton Vale Boulevard not before 1<sup>st</sup> December 2021.</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	Not before 1 Nov 2021	Project Officer (South Kilburn) James.Cooper@brent.gov.uk
<p><b>Authority to appoint a contractor for Carlton Vale Boulevard, South Kilburn</b> To agree the authority to appoint a contractor to deliver Carlton Vale Boulevard not before 1<sup>st</sup> April 2022.</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	Not before 9 Nov 2021	Project Officer (South Kilburn) James.Cooper@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p><b>Award of Contract for Mobile Phones for Shared Technology Services</b> to agree the award of a contract for Mobile Phones for the Shared Technology Services' boroughs of Brent, Lewisham and Southwark.</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	Strategic Director - Customer and Digital Services	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	Not before 1 Nov 2021	Senior Category Manager, Procurement Tel: 020 8937 1733 philippa.brewin@brent.gov.uk
<p><b>Award of Contract for End User Devices and Associated Hardware for Shared Technology Services</b> to agree the award of contract for end user devices and associated hardware for the Shared Technology Services boroughs of Brent, Lewisham and Southwark.</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	Strategic Director - Customer and Digital Services	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	Not before 1 Nov 2021	Senior Category Manager, Procurement Tel: 020 8937 1733 philippa.brewin@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<b>Award of Contract for Storage and Compute for Shared Technology Services</b> Award of Contract for Storage and Compute for the Shared Technology Services boroughs of Brent, Lewisham and Southwark  <b>KEY</b>  Report: <b>Part exempt</b>	Strategic Director - Customer and Digital Services	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	Not before 1 Nov 2021	Senior Category Manager, Procurement Tel: 020 8937 1733 philippa.brewin@brent.gov.uk
<b>Authority to award a contract for the provision of managed language services</b> To award a contract for the provision of a managed language service which will be procured via a further competition process from the Crown Commercial Service (CCS) RM6141 Language Services, Lot 5g: Regional Managed Service – London.  The initial contract period will be three (3) years with an option one (1) year extension available subject to satisfactory performance and the council need.  <b>KEY</b>  Report: <b>Part exempt</b>	Strategic Director - Customer and Digital Services	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	Not before 1 Nov 2021	Procurement Officer Tel: 020 8937 3615 bhavin.mistry@brent.gov.uk



Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<b>Brent Car Club Tender</b> Brent Council wish to re-let the UK Car Sharing Contract via The Crown Commercial Services Vehicle Hire Services Framework Agreement (RM6013)  <b>KEY</b>  Report: <b>Part exempt</b>	Strategic Director - Customer and Digital Services	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	Not before 1 Nov 2021	Procurement Officer Tel: 020 8937 1728 Adrienn.Czigany@brent.gov.uk
<b>Housing repairs and maintenance authority to go out to tender</b> No request authority for Housing to go out to tender for housing maintenance services.  <b>KEY</b>  Report: <b>Part exempt</b>	Operational Director - Housing	Strategic Director - Customer and Digital Services	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	Not before 1 Nov 2021	Category Manager, Procurement Tel: 020 8937 2678 Andrew.Stirland1@brent.gov.uk
<b>December 2021</b>					

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<b>Draft Budget 2022/23</b> To consider the draft budget proposals for 2022/23  <b>KEY</b>  Report: <b>Open</b>	Cabinet	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	6 Dec 2021	Director of Finance Tel: 020 8937 4043 minesh.patel@brent.gov.uk
<b>Brent Infrastructure Funding Statement 2020/21</b> Cabinet to agree the publication of the Brent Infrastructure Funding Statement as set out in the report  <b>KEY</b>  Report: <b>Open</b>	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	6 Dec 2021	Operational Director - Regeneration, Growth and Employment Tel: 020 8937 6441 alice.lester@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<b>Digital Strategy and Business Case 2022-2026</b> To agree the implementation of the Digital Strategy and the associated costs outlined in the business case.  <b>KEY</b>  Report: <b>Open</b>	Cabinet	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	6 Dec 2021	Digital Workstream Lead - Technology Tel: 07788 338499 Joanna.Little@brent.gov.uk  Digital Workstream Lead - Digital Enablement Tel: 020 8937 2651 Madeleine.Leathley@brent.gov.uk
<b>Authority to tender for Brent Voluntary and Community Infrastructure Support</b> To request authority to tender for Brent voluntary and community infrastructure support.  <b>KEY</b>  Report: <b>Part exempt</b>	Cabinet	Assistant Chief Executive	Lead Member for Community Safety and Engagement (Councillor Promise Knight)	6 Dec 2021	Head of Strategy and Partnerships lorna.hughes@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<b>Authority to tender contract for Independent Advice and Guidance Services</b> To request authority to tender for Independent Advice and Guidance Services.  <b>KEY</b>  Report: <b>Part exempt</b>	Cabinet	Assistant Chief Executive	Lead Member for Community Safety and Engagement (Councillor Promise Knight)	6 Dec 2021	Head of Strategy and Partnerships lorna.hughes@brent.gov.uk
<b>Recommendations from Scrutiny Committees</b> To consider any recommendations received from the Community and Wellbeing Scrutiny Committee and Resources and Public Realm Scrutiny Committee.  <b>Non-Key Decision</b>  Report: <b>Open</b>	Cabinet	Assistant Chief Executive	Leader (Councillor Muhammed Butt)	6 Dec 2021	Scrutiny Officer Tel: 020 8937 1898 craig.player@brent.gov.uk  Senior Policy and Scrutiny Officer Tel: 020 8937 2855 michael.carr@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<b>Commissioning of 2 LD Services at Oxgate Gardens and Kinch Grove</b> Retender for two Learning Disability services at Oxgate Gardens and Kinch Grove  <b>KEY</b>  Report: <b>Part exempt</b>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	6 Dec 2021	Interim Commissioning Manager Tel: 020 8937 4162 Lorraine.Regan@brent.gov.uk
<b>Proposal for ownership and refurbishment of Granville New Homes blocks</b> To make a final decision on the disposal of Granville New Homes - based on the outcome of a consultation with residents.  <b>KEY</b>  Report: <b>Part exempt</b>	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Deputy Leader (Councillor Margaret McLennan)	Not before 6 Dec 2021	Strategy and Delivery Manager Tel: 020 8937 2572 ralph.gibson@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p><b>Authority to vary and extend the contract provision of targeted service to promote education, employment and training for young people (Connexions)</b></p> <p>To request approval for a variation and extension to the contract for the provision of a targeted service to promote education, employment and training for young people (Connexions).</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	Strategic Director – Children and Young People	Operational Director - Integration and Improved Outcomes	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	Not before 6 Dec 2021	<p>Head of Forward Planning, Performance and Partnerships Tel: 020 8937 4529 Shirley.Parks@brent.gov.uk</p> <p>Head of Inclusion Services <a href="mailto:Sharon.Buckby@brent.gov.uk">Sharon.Buckby@brent.gov.uk</a></p>
<p><b>Authority to enter into a levelling up fund grant agreement for the regeneration of the Carlton and Granville Centres, South Kilburn</b></p> <p>To request authority to enter a levelling up fund grant agreement for the regeneration of the Carlton and Granville Centres, South Kilburn</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	Strategic Director – Regeneration and Environment	Operational Director Regeneration, Employment, Skills and Growth	Lead Member for Regeneration, Property and Planning (Councillor Shama Tatler)	Not before 8 Dec 2021	<p>Project Officer (South Kilburn) Tel: 020 8937 2570 <a href="mailto:Matthew.Jacobs@brent.gov.uk">Matthew.Jacobs@brent.gov.uk</a></p>

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p><b>Quarter 3 Financial Report 2021/22</b> To note the overall financial position and the actions being taken to manage the issues arising.</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	Cabinet	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	12 Jan 2022	Director of Finance Tel: 020 8937 4043 minesh.patel@brent.gov.uk
<p><b>Draft Affordable Workspace Supplementary Planning Document</b> To agree the draft Affordable Workspace SPD for publication and statutory consultation.</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	12 Jan 2022	Operational Director - Regeneration, Growth and Employment Tel: 020 8937 6441 alice.lester@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p><b>Abbey Community Centre, Alperton</b>  Agreement to progress with the preferred option of demolition and rebuild to provide affordable workspace and community space.</p> <p>Agreement to use S106 receipts and SCIL.</p> <p>Agreement to progress the next steps of securing a developer partner and operator.</p>	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	12 Jan 2022	Operational Director - Regeneration, Growth and Employment Tel: 020 8937 6441 alice.lester@brent.gov.uk

KEY

Report: **Part exempt**



Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
<p><b>Brent Long Term Transport Strategy Review - Draft for consultation</b></p> <p>For Cabinet to:</p> <p>(i) approve the approach contained within the Draft Brent Long Term Transport Strategy for delivering improvements to the transport system in the borough to 2041;</p> <p>(ii) agree for the draft strategy to undergo a period of public consultation and wider stakeholder engagement during Autumn 2021.</p> <p><b>KEY</b></p> <p>Report: <b>Open</b></p>	Cabinet	Operational Director - Regeneration, Growth and Employment	Lead Member for Environment (Councillor Krupa Sheth)	12 Jan 2022	Transportation Planning Manager Tim.Martin@brent.gov.uk
<p><b>Brent Home Care Framework</b></p> <p>To give permission to tender for Home Care implementation Framework</p> <p>This framework will include Home Care providers who will support the current Home Care model in Brent to add capacity.</p> <p><b>KEY</b></p> <p>Report: <b>Part exempt</b></p>	Cabinet	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	12 Jan 2021	Market Oversight Manager Tel: 020 8937 4132 edwin.mensah@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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## February 2022

<b>First Wave Housing Business Plan 2022-23</b> to approve the First Wave Housing Ltd Business Plan for 2022-23.  <b>KEY</b>  Report: <b>Part exempt</b>	Cabinet	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	7 Feb 2022	Operational Director of Transformation Tel: 020 8937 1507 sadie.east@brent.gov.uk
<b>i4B Business Plan 2022-23</b> to approve the i4B Holdings Ltd Business Plan for 2022-23.  <b>KEY</b>  Report: <b>Part exempt</b>	Cabinet	Strategic Director - Customer and Digital Services	Deputy Leader (Councillor Margaret McLennan)	7 Feb 2022	Operational Director of Transformation Tel: 020 8937 1507 sadie.east@brent.gov.uk
<b>Public Spaces Protection Order (PSPO) Nuisance Vehicles and E Scooters</b> To seek approval for a proposed PSPO to tackle Nuisance Vehicles and illegal use of E-Scooters subject to a favourable consultation.  <b>KEY</b>  Report: <b>Open</b>	Cabinet	Strategic Director – Regeneration and Environment	Lead Member for Community Safety and Engagement (Councillor Promise Knight)	7 Feb 2022	ASB Nuisance and Crime Manager Tel: 020 8937 5853 Simon.Egbor@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Representations may be made to the following officer at least 1 week before the decision is to be made
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