

COUNCIL MINUTES

8 NOVEMBER 2012

Present: * Councillor Nizam Ismail (The Worshipful the Mayor)
† Councillor Nana Asante (The Deputy Mayor)

Councillors:

<ul style="list-style-type: none"> * Husain Akhtar * Sue Anderson * Marilyn Ashton * Mrs Camilla Bath * Christine Bednell * James Bond * Mrs Lurline Champagnie OBE * Kam Chana * Ramji Chauhan * Mrinal Choudhury * Bob Currie * Margaret Davine * Mano Dharmarajah * Tony Ferrari * Keith Ferry * Ann Gate Brian Gate * David Gawn * Stephen Greek * Mitzi Green * Susan Hall * Graham Henson * Thaya Idaikkadar * Krishna James * Manji Kara * Zarina Khalid * Jean Lammiman * Barry Macleod-Cullinane * Kairul Kareema Marikar * Ajay Maru * Jerry Miles 	<ul style="list-style-type: none"> * Mrs Vina Mithani * Amir Moshenson * Chris Mote * Janet Mote * John Nickolay * Joyce Nickolay * Christopher Noyce * Phillip O'Dell * Asad Omar * Paul Osborn * Varsha Parmar * David Perry * Bill Phillips * Raj Ray * Richard Romain * Anthony Seymour * Lynda Seymour * Navin Shah * Mrs Rekha Shah * Sachin Shah * Stanley Sheinwald * Victoria Silver * Bill Stephenson * William Stoodley * Krishna Suresh * Sasi Suresh * Yogesh Teli * Ben Wealthy * Simon Williams * Stephen Wright
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* Denotes Member present
† Denotes apologies received

PRAYERS

The meeting opened with Prayers offered by Imam Anas Mohamed.

240. COUNCIL MINUTES

RESOLVED: That the minutes of the Council meeting held on 5 July 2012 be taken as read and signed as correct records.

241. DECLARATIONS OF INTEREST

The Mayor invited appropriate declarations of interest.

Item 6 – Public Questions

Councillor Camilla Bath declared a pecuniary interest in relation to the questions relating to the Whitchurch Pavillion as she was the Chair of Governors at Whitchurch First School and Nursery. She would leave the Chamber during this item.

Councillor Christine Bednell declared a non-pecuniary interest in that she was a Governor at Vaughan School, which was referred to in a number of questions.

Councillor Amir Moshenson declared a pecuniary interest in relation to the questions relating to the Whitchurch Pavillion and would leave the Chamber during this item.

Item 9A – Community Safety Plan and Strategic Assessment and Item 9B – Community Safety Plan

Councillor Susan Hall declared a non-pecuniary interest in that she owned a business in Wealdstone, which was an area covered by the Community Safety Plan.

Item 14(4) – Motion – Change to Planning Laws and Regulations

Councillor Anthony Seymour declared a non-pecuniary interest in that he regularly advised clients on planning matters in his role as a solicitor.

Item 14(5) – Motion – Proposals to Re-organise the Health Service Motion

Councillor Husain Akhtar declared a non-pecuniary interest in that his son worked for the NHS.

Councillor Sue Anderson declared a pecuniary interest and would leave the Chamber during the discussion and decision making on this item.

Councillor Marilyn Ashton declared a non-pecuniary interest in that her mother received funding from the NHS to reside in a care home.

Councillor Ann Gate declared a pecuniary interest and would leave the Chamber during the discussion and decision making on this item.

Councillor Krishna James declared a non-pecuniary interest in that she was a registered nurse and had members of her family who worked for the NHS.

Councillor Vina Mithani declared a non-pecuniary interest in that she worked for the Health Protection Agency.

Councillors Chris Mote and Janet Mote declared non-pecuniary interests in that their daughter worked for Northwick Park Hospital.

242. MAYOR'S ANNOUNCEMENTS

The Mayor requested that Council note the engagements he had undertaken. The Mayor advised that since his election in May 2011, he had attended almost 320 engagements.

The Mayor also congratulated, on behalf of the Council, Richard Hounslow and Naomi Riches, who had recently been successful at the Olympic and Paralympic Games respectively.

RESOLVED: That the report of the Worshipful the Mayor, as tabled, be noted.

243. PROCEDURAL MOTIONS

- (i) The Mayor proposed that in relation to Item 8, Leader's Announcements, both Councillor Stephenson and whomever was elected as Leader of the Council, be allowed to speak on this item. Upon a vote this proposal was agreed.
- (ii) Councillor Barry Macleod-Cullinane rose to move a Procedural Motion that Motion 14(7), be debated prior to Motion 14(1). Upon a vote, the Procedural Motion was not carried.

RESOLVED: That

- (1) both Councillor Stephenson and whomever was elected as Leader of the Council, be allowed to speak on Item 8, Leader's Announcements;**
- (2) the procedural Motion under Rule 15.1, seeking the consideration of Motion 14(7) (Children's Services) before Motion 14(1) (Councillors' Allowances), be not agreed.**

244. PETITIONS

In accordance with Rule 10, the following petitions were presented:

- (i) Petition submitted by Councillor Lynda Seymour containing 76 signatures of residents requesting pavement improvements on the south side of Vernon Drive.

[The petition stood referred to the Portfolio Holder for Environment and Community Safety].

- (ii) Petition submitted by Councillor Marilyn Ashton containing 84 signatures of residents requesting improvements to pavements and trees at Drummond Drive, Stanmore.

[The petition stood referred to the Portfolio Holder for Environment and Community Safety].

- (iii) Petition submitted by Councillor Lurline Champagnie containing 3 signatures of residents requesting the re-erection of 2 direction signs for the Parish Church in Hatch End.

[The petition stood referred to the Portfolio Holder for Environment and Community Safety].

- (iv) Petition submitted by Councillor Susan Hall containing 179 signatures of residents opposing the building development plans to expand Vaughan School.

[The petition stood referred to the Portfolio Holder for Children, Schools and Families].

- (v) Petition submitted by Councillor Richard Romain containing 22 signatures of residents to alter parking restriction times at Kerry Court, Stanmore.

The petition stood referred to the Portfolio Holder for Environment and Community Safety.

- (vi) Petition submitted by a resident containing 145 signatures of residents opposing the redevelopment of the Teachers Centre to provide accommodation for the Avanti School.

[The petition stood referred to the Portfolio Holder for Children, Schools and Families].

245. PUBLIC QUESTIONS

- (i) In accordance with Rule 11, the questions submitted by members of the public and responded to by Portfolio Holders is contained at Appendix I. Responses to those questions which were not reached

during the period allowed for questions are also included and were circulated to all Members in written form.

- (ii) During this item, Councillor Thaya Idaikkadar rose to propose that the time limit for public questions be extended by 5 minutes. Upon a vote, this proposal was agreed.
- (iii) Further during the item, Councillor Barry Macleod-Cullinane rose to propose that the time limit be extended to allow all public questions to be asked at the meeting. Upon a vote, this proposal was not agreed.

[Councillors Ashton, Bath, Bednell, Champagnie, Chana, Chauhan, Ferrari, Greek, Hall, Kara, Lammiman, Macleod-Cullinane, Mithani, Moshenson, Chris Mote, Janet Mote, John Nickolay, Joyce Nickolay, Osborn, Romain, Anthony Seymour, Lynda Seymour, Teli, Williams and Wright wished to be recorded as having voted for the proposal that the time limit to be extended to allow all public questions to be asked at the meeting].

246. APPOINTMENT OF THE LEADER OF THE COUNCIL

- (i) Councillor Bill Stephenson rose to formally announce his resignation as Leader of the Council.
- (ii) Councillor Thaya Idaikkadar and Councillor Hall were each proposed and seconded for the position of the Leader of the Council.
- (iii) Upon a request by more than 10 Councillors a roll call vote was held on the election of a new Leader of the Council.
- (iv) On a point of order, a Member rose to seek clarification on whether a roll call could be requested for this item. The Mayor ruled that the request was valid.
- (v) Upon a vote, Councillor Thaya Idaikkadar was elected as Leader of the Council.

RESOLVED: That Councillor Thaya Idaikkadar be elected Leader of the Council.

Roll Call Vote:

In Favour of Councillor Thaya Idaikkadar: Councillors Akhtar, Anderson, Bond, Choudhury, Currie, Davine, Dharmarajah, Ferry, Ann Gate, Gawn, Green, Henson, Idaikkadar, James, Khalid, Marikar, Maru, Miles, O'Dell, Omar, Parmar, Perry, Phillips, Ray, Navin Shah, Rekha Shah, Sachin Shah, Silver, Stephenson, Stoodley, Krishna Suresh, Sasikala Suresh and Wealthy.

In Favour of Councillor Susan Hall: Councillors Ashton, Bath, Bednell, Champagnie, Chana, Chauhan, Ferrari, Greek, Hall, Kara, Lammiman, Macleod-Cullinane, Mithani, Moshenson, Chris Mote, Janet Mote, John

Nickolay, Joyce Nickolay, Osborn, Romain, Anthony Seymour, Lynda Seymour, Teli, Williams and Wright.

Abstain: Councillors Noyce and Sheinwald.

247. LEADER'S ANNOUNCEMENTS

- (i) The Leader of the Council, Councillor Thaya Idaikkadar, and Councillor Bill Stephenson, introduced their joint report highlighting achievements and proposals since the last ordinary meeting.
- (ii) At the conclusion of the report, The Leader, Councillor Thaya Idaikkadar, and Councillor Bill Stephenson responded to questions from Members of the Council.
- (iii) At the conclusion of the item, the Mayor proposed that the time limit for this item be extended by 10 minutes to allow tributes to be made to Councillor Bill Stephenson. Upon a vote, this proposal was agreed.
- (iv) Councillors Husain Akhtar, Camilla Bath, James Bond, Susan Hall, The Worshipful The Mayor Councillor Nizam Ismail, Jean Lammiman, Chris Mote, Chris Noyce, Richard Romain, Navin Shah and Sachin Shah spoke in tribute to Councillor Bill Stephenson.

RESOLVED: That

- (i) the report of the Leader of the Council be received and noted;**
- (ii) the Council place on record its appreciation and thanks to Councillor Bill Stephenson for his term as Leader of the Council.**

248. COMMUNITY SAFETY PLAN

- (i) Further to item 9A on the Summons, Councillor Jerry Miles moved Recommendation I of the Overview and Scrutiny Committee meeting held on 20 September 2012.
- (ii) Further to item 9B on the Summons, the Leader of the Council, Councillor Thaya Idaikkadar moved Recommendation I of the Cabinet meeting held on 13 September 2012.

RESOLVED: That

- (i) the comments of the Overview and Scrutiny Committee from its meeting held on 20 September 2012 be noted;**
- (ii) the Community Safety Plan be agreed and adopted, as contained in Appendix II to these minutes.**

249. HARROW COMMUNITY INFRASTRUCTURE LEVY - DRAFT CHARGING SCHEDULE

Further to item 10 on the Summons, the Leader of the Council, Councillor Thaya Idaikkadar moved Recommendation II of the Cabinet meeting held on 11 October 2012.

RESOLVED: That the Community Infrastructure Levy (CIL) Draft Charging Schedule, at Appendix III to these minutes, be approved for the purposes of a six week period of public consultation, in accordance with the Council's adopted Statement of Community Involvement.

250. CHANGES TO THE OVERVIEW AND SCRUTINY COMMITTEE

Further to item 11 on the Summons, Councillor Jerry Miles moved Recommendation II of the Overview and Scrutiny Committee meeting held on 20 September 2012.

RESOLVED: That a representative of Harrow's Youth Parliament be appointed as a co-opted non-voting member of the Overview and Scrutiny Committee.

251. YOUTH JUSTICE PLAN AND YOUTH OFFENDING IMPROVEMENT PLAN FOLLOWING CORE CASE INSPECTION OF YOUTH OFFENDING WORK

(i) Further to item 12A on the Summons, Councillor Jerry Miles moved Recommendation III of the Overview and Scrutiny Committee meeting held on 24 October 2012.

(ii) Further to item 12B on the Summons, the Leader of the Council, Councillor Thaya Idaikkadar moved Recommendation III of the Cabinet meeting held on 11 October 2012.

(iii) In accordance with Rule 12.1, a number of Questions Without Notice were asked and responded to.

RESOLVED: That

(i) **the comments of the Overview and Scrutiny Committee from its meeting held on 24 October 2012 be noted;**

(ii) **the Youth Justice Plan be agreed and adopted, as contained in Appendix IV to these minutes.**

252. QUESTIONS WITH NOTICE

(i) In accordance with Rule 12, the questions submitted by Councillors and responded to by Portfolio Holders, are contained at Appendix V. Responses to those questions which were not reached during the

period allowed for questions are also included and were circulated to all Members in written form.

- (ii) During this item, Councillor Barry Macleod-Cullinane rose to propose that the time limit be extended by 5 minutes to allow further Councillor questions to be asked at the meeting. Upon a vote, this proposal was not agreed.

253. MOTION - COUNCILLORS' ALLOWANCES

- (i) At item 14(1) the Council received a Motion in the names of Councillors Graham Henson and Bill Stephenson in the following terms:

“Council notes that it currently pays the third lowest level of basic allowance to Councillors across London at around three quarters the rate recommended by the London Councils Independent Remuneration Panel.

This Council further notes the agreement signed by the Council and the recognised trade unions on the modernisation of its employment terms and conditions of directly employed staff, and congratulates the Trade Unions and the Council staff on the mature way this agreement has been negotiated.

Council further notes that in future no member of staff will be paid below the London Living Wage, staff will be able to work in a much more flexible and mobile way according to individuals' aspirations and the council's needs, and that all staff will receive an extra day's holiday.

Council further notes that staff paid more than £21,000 have agreed to take a pay cut of 1% cut from 1st January 2013 and the highest paid a cut of 2.5%.

Council fully endorses the commitment made by the former Leader of the Council that any cut in salaries agreed by staff would be matched by an exactly similar measure for councillors' allowances.

Council therefore resolves that from January 1, 2013 the Special Responsibility Allowance (SRA):

- For the Leader should be cut from £31,110 to £30,799 reducing the total remuneration by 1% from 39,270 to 38,959.
- For Portfolio Holders should be cut from £19,890 to £19,690 reducing the total remuneration by 1% from £28,050 to £27,850.”

- (ii) Upon a vote the Motion was carried.

RESOLVED: That the substantive Motion be adopted.

254. MOTION - THE RIGHT OF CHILDREN'S EDUCATION

- (i) At item 14(2) the Council received a Motion in the names of Councillors Graham Henson and Ben Wealthy in the following terms:

“Council notes that the United Nations Declaration of Human Rights states that:

Article 19

(1) Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.

Article 26

(1) Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages. Elementary education shall be compulsory. Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit.

(2) Education shall be directed to the full development of the human personality and to the strengthening of respect for human rights and fundamental freedoms. It shall promote understanding, tolerance and friendship among all nations, racial or religious groups, and shall further the activities of the United Nations for the maintenance of peace.

(3) Parents have a prior right to choose the kind of education that shall be given to their children.

This Council wishes to put on record its thanks to the Borough's teachers and Council staff in the Children, Families & Schools Directorate who have worked relentlessly to ensure that high quality education is available to all children in Harrow regardless of gender. This Council notes that this right to education is not available everywhere.

With the support of the Council and in particular Officers from the Children, Families & Schools Directorate, fifty seven of our schools, including some academies, are working together as full or associate partners of the leading edge Harrow Schools' Improvement Partnership to collaborate and secure continuing improvement.

The value of partnership and community will continue to work with all our schools to secure an education system that does continuously improve and provide the best possible start for all of Harrow's young people.

This Council deplores the shooting and maiming of many children around the world, with the most recent being Malala Yousafzai and her friends, because they publicly fought for the right of every girl to go to school.

Council resolves to join the international call on all countries to fully implement the United Nations Declaration of Human Rights, in particular, by outlawing discrimination against girls and in line with this fully supports the international campaign to ensure that the world's 61 million out of school children are in education by the end of 2015

This Council instructs the Chief Executive to send messages of support to Malala Yousafzai, one of many amazing young women for their courage and bravery in fighting for the cause which they have championed, Harrow Schools and through the Council's e-bulletins and other means to publicise the 10th November, which will be when the international petition will be handed to the United Nations to ensure international support for the push for girls education and the right of every child to go to school and will build on the momentum of the UN Secretary General's Education First initiative to show that for the first time in history, the world will no longer let education be for the privileged few, but instead a right for all."

- (ii) There was a tabled amendment in the names of Councillors Barry Macleod-Cullinane and Susan Hall, which sought to amend the Motion as follows:

"This Council notes that:

- Education is key in the fight against extremism and that there can be no excuse for limiting the freedom and rights of all children.
- The words of Pakistan's Prime Minister that Malala Yousafzai is 'our' daughter, who believes, like so many of us, in change.
- That Malala is only 1 of 32 million girls worldwide who are denied the right to go to school every day, and that only a third of girls globally are enrolled in secondary school.
- That education of girls is not just a moral issue but makes sense both socially and economically. Noting that it can; Reduce the rate of child marriage: A girl who has 7 years of education will typically marry four years later and have fewer children, Reduce disease: A girl who has basic education is three times less likely to contract HIV, Strengthen the economy: Only a year of extra school can increase a girl's future earnings by 10% to 20%, Promote health: Children born to educated mothers are twice as likely to survive beyond the age of 5.

Council notes that the United Nations Declaration of Human Rights states that:

Article 19

(1) Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.

Article 26

(1) Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages. Elementary education shall be compulsory. Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit.

(2) Education shall be directed to the full development of the human personality and to the strengthening of respect for human rights and fundamental freedoms. It shall promote understanding, tolerance and friendship among all nations, racial or religious groups, and shall further the activities of the United Nations for the maintenance of peace.

(3) Parents have a prior right to choose the kind of education that shall be given to their children.

This Council wishes to put on record its thanks to the Borough's teachers and Council staff in the Children, Families & Schools Directorate who have worked relentlessly to ensure that high quality education is available to all children in Harrow regardless of gender. This Council notes that this right to education is not available everywhere.

With the support of the Council and in particular Officers from the Children, Families & Schools Directorate, fifty seven of our schools, including some academies, are working together as full or associate partners of the leading edge Harrow Schools' Improvement Partnership to collaborate and secure continuing improvement.

The value of partnership and community will continue to work with all our schools to secure an education system that does continuously improve and provide the best possible start for all of Harrow's young people.

This Council deplores the shooting and maiming of many children around the world, with the most recent being Malala Yousafzai and her friends, because they publicly fought for the right of every girl to go to school.

Council resolves to join the international call on all countries to fully implement the United Nations Declaration of Human Rights, in particular, by outlawing discrimination against girls and in line with this

fully supports the international campaign to ensure that the world's 61 million out of school children are in education by the end of 2015

This Council instructs the Chief Executive to send messages of support to Malala Yousafzai, one of many amazing young women for their courage and bravery in fighting for the cause which they have championed, Harrow Schools and through the Council's e-bulletins and other means to publicise the 10th November, which will be when the international petition will be handed to the United Nations to ensure international support for the push for girls education and the right of every child to go to school and will build on the momentum of the UN Secretary General's Education First initiative to show that for the first time in history, the world will no longer let education be for the privileged few, but instead a right for all."

(iii) Upon a vote, the amendment at (ii) was lost.

(iv) Upon a further vote the substantive Motion at (i) was agreed.

RESOLVED: That the substantive Motion, as set out at (i) above, be adopted.

255. MOTION - HARROW'S POLICING

(i) At item 14(3) the Council received a Motion in the names of Councillors Navin Shah and William Stoodley in the following terms:

"The Council notes and calls for urgent action in respect of the following

Joint Borough Command

The Mayor's Office for Policing and Crime (MOPAC) is promoting the sharing of Borough Commanders between the Boroughs of Harrow and Barnet.

Council is opposed to any such proposal as it would undermine the effectiveness of policing in Harrow and risk the safety of the people of Harrow. The Council urges MOPAC and the Mayor of London to withdraw this proposal.

New Policing Model for Harrow

Council is extremely concerned about the depleted Safer Neighbourhood Teams (SNTs) across in Harrow, the uncertainty of what the new policing model will comprise and the timetable for its implementation.

Safer Neighbourhood Boards (SNB)

Whilst MOPAC consults and puts forward its timetable for implementation of the proposed Safer Neighbourhood Boards, Council deplores the continuing failure to consult with residents on how to communicate and engage with them about local policing matters despite repeated calls to do from the Council itself as well as many other organisations such as HPCCG.

The Council instructs the Chief Executive to communicate the resolutions above to the Deputy Mayor of Policing and the Mayor of London, the local MPs and the GLA Member for Brent and Harrow.”

- (ii) There was a tabled amendment in the names of Councillors Susan Hall and Barry Macleod-Cullinane, which sought to amend the Motion as follows:

“The Council notes and calls for urgent action in respect of the following:

Joint Borough Command

Council is concerned at draft proposals from the Mayor’s Office for Policing and Crime (MOPAC) to share Borough Commanders between the Boroughs of Harrow and Barnet. Council is opposed to any such proposal as it would undermine the effectiveness of policing in Harrow. The Council urges MOPAC and the Mayor of London not to adopt this proposal.

New Policing Model for Harrow

Council is additionally concerned about the inconsistency regarding the composition of Safer Neighbourhood Teams (SNTs) across Harrow, as well as the uncertainty of what the new policing model will comprise and the timetable for its implementation. This Council notes the reduction in the Council-funded team by the present administration, and is therefore particularly eager to know how the new model will function and be funded.

Safer Neighbourhood Boards (SNB)

Whilst MOPAC consults and puts forward its timetable for implementation of the proposed Safer Neighbourhood Boards, Council requests a more concerted, corporative and cross-party effort to consult with residents and engage with them about local policing matters.

The Council instructs the Chief Executive to communicate the resolutions above to the Deputy Mayor of Policing and the Mayor of London, the local MPs and the GLA Member for Brent and Harrow.”

- (iii) Upon a vote, the amendment at (ii) was lost.

- (iv) Upon a further vote the substantive Motion at (i) was agreed.

RESOLVED: That the substantive Motion, as set out at (i) above, be adopted.

256. MOTION - CHANGE TO PLANNING LAWS AND REGULATIONS

- (i) At item 14(4) the Council received a Motion in the names of Councillors Keith Ferry and William Stoodley in the following terms:

“This Council notes with rising concern, the ill thought out reforms to the UK’s planning system, in particular the proposals to enable applicants to avoid local decision making by applying direct to the Secretary of State for planning permission; proposals to allow Planning Inspectors to unilaterally determine affordable housing levels within a development at a time of housing crisis and the changes to permitted development that will enable monster extensions to homes destroying amenity and value without planning permission, the changes of use from offices to residential without the necessary controls to keep employment, or minimum standards to safeguard occupiers or the means to secure necessary contributions to infrastructure such as schools and health.

At a time of unprecedented uncertainty in the development sector, these changes are causing schemes to be delayed, whilst people wait and see, and will give rise to considerable anxiety to local communities being asked to accept new homes and development. Meanwhile, those parties, including Harrow Council, who seek to engage constructively in the realisation of community benefit from new development, are finding the uncertainty compounding, rather than supporting enterprise and growth locally. The proposals run counter to the government’s so called localism agenda and will instead allow important planning outcomes to be determined by Whitehall, rather than locally democratically elected Councillors.

This Council deplores the recent announcement by the Government that permitted development rights will be increased to allow house extensions of up to 8 metres to be built without local authority permission.

This Council agrees with the Local Government Association’s statement that “This policy potentially gives the green light to unsightly and out-of-place development without delivering a big enough boost to the construction industry to justify the potential damage”.

This Council notes that the Mayor of London has stated his opposition to this change in policy.

This Council resolves to oppose this measure and to opt out of the legislation if this is at all possible.

Council instructs the Chief Executive to communicate this motion to the Minister for Communities and Local Government, the Mayor of London, the three Harrow MPs and the GLA member for Brent and Harrow.”

- (ii) There was a tabled amendment in the names of Councillors Stephen Greek and Joyce Nickolay which sought to amend the Motion as follows:

“This Council deplores the recent announcement by the Government that permitted development rights will be increased to allow house extensions of up to 8 meters to be built without local authority permission.

This Council agrees with the Local Government Association’s statement that “This policy potentially gives the green light to unsightly and out-of-place development without delivering a big enough boost to the construction industry to justify the potential damage”.

This Council notes that the Mayor of London has stated his opposition to this change in policy.

This Council resolves to oppose this measure and to opt out of the legislation if this is at all possible.

Council instructs the Chief Executive to communicate this motion to the Minister for Communities and Local Government, the Mayor of London, the three Harrow MPs and the GLA member for Brent and Harrow.”

- (iii) Upon a vote, the amendment at (ii) was lost.
- (iv) Upon a further vote the substantive Motion at (i) was agreed.

RESOLVED: That the substantive Motion, as set out at (i) above, be adopted.

257. MOTION - PROPOSALS TO RE-ORGANISE THE HEALTH SERVICE

- (i) At item 14(5) the Council received a Motion in the names of Councillors Margaret Davine and Navin Shah in the following terms:

“Council notes with great concern the impact on the health of local residents of three major changes of health provision

- The totally under funded transfer of Public Health to the Council, although the transfer of Public Health to the Council is welcome.
- The totally under funded, top down, bureaucratic, centralised, ill-thought out system of GP Commissioning.

- The totally under funded proposals to re-organize hospital and specialist provision in North West London.

Council believes these proposals and the dramatic cuts to and privatisation of NHS services will have serious potential to negatively impact on the most essential care for people of Harrow. The Council is particularly anxious about the detrimental impact the changes would have on the Northwick Park Hospital given that there are no guarantees that any of the proposed changes will be properly funded.

The Council calls on the government to review its proposals so as to maintain the highest levels of medical services.

Council instructs the Chief Executive to write to the Mayor of London, the three Harrow MPs and the Brent and Harrow Assembly member asking them to support Harrow Council and Harrow residents by lobbying the Government to stop deep cuts and erosion of local medical care and services.”

- (ii) There was a tabled amendment in the names of Councillors Simon Williams and Barry Macleod-Cullinane which sought to amend the Motion as follows:

“Council notes with great concern the impact on the health of local residents of three major changes of health provision:

- The totally under funded transfer of Public Health to the Council, due to Harrow PCT’s historical under-funding in this area; although the actual transfer of Public Health to the Council is welcome. This Council is particularly concerned by the accuracy of the morbidity data which affects the size of the public health budget. This Council is therefore ensuring that all mechanisms are in place to ensure data collection is as accurate as possible, so that the needs of Harrow’s residents are truly reflected in our Public Health budget allocation.
- The totally under funded, top down, bureaucratic, centralized, ill-thought out system of GP Commissioning.
- The totally under funded proposals to re-organize hospital and specialist provision in North West London.

Council believes these proposals and the dramatic cuts to and privatisation of NHS services will have serious potential to negatively impact on the most essential care for people of Harrow. The Council is particularly anxious about the detrimental impact the changes would have on the Northwick Park Hospital given that there are no guarantees that any of the proposed changes will be properly funded. Council further notes that prior to the 2005 General Election, Labour MP Gareth Thomas – Harrow West – promised that funding had been

secured for a “brand new hospital costing £305 million” to be built by 2010 at Northwick Park.

The Council calls on the government to review its proposals so as to maintain the highest levels of medical services.

Council instructs the Chief Executive to write to the Mayor of London, the three Harrow MPs and the Brent and Harrow Assembly member asking them to support Harrow Council and Harrow residents by lobbying the Government to stop deep cuts and erosion of local medical care and services.”

(iii) Upon a vote, the amendment at (ii) was lost.

(iv) Upon a further vote the substantive Motion at (i) was agreed.

RESOLVED: That the substantive Motion, as set out at (i) above, be adopted.

258. MOTION - EARLY INTERVENTION

(i) At item 14(6) the Council received a Motion in the names of Councillors Victoria Silver and Mitzi Green in the following terms:

“This Council recognises Harrow’s success in Early Intervention with the last Government’s introduction of Sure Start Children’s Centres and commends the current administration’s innovative work.

The Council regards early intervention projects as incredibly important in both giving young children and young families the best start in life and in generating savings to the public sector in the longer-term through reduced levels of demand on public services.

Council notes that:

- the cut in funding this Council is set to receive from the Government’s Early Intervention Grant in 2012/13, particularly in relation to the services it is expected to deliver, and that residents rightly demand.
- the fears that further cuts to Harrow’s early intervention services may jeopardise all the work Harrow has achieved in this area.
- in the future this might mean there being higher levels of crime, reduced levels of educational attainment and extra demand on Harrow’s health services.

Council calls on all political group leaders to write to the Secretary of State to call on him to exempt Harrow from any cuts in its 2013/14

grant, so that Harrow may continue its Early Intervention work as a matter of urgency.”

- (ii) There was a tabled amendment in the names of Councillors Susan Hall and Barry Macleod-Cullinane which sought to amend the Motion as follows:

“This Council recognises Harrow’s success in Early Intervention with the last Government’s introduction of Sure Start Children’s Centres.

The Council regards early intervention projects as incredibly important in both giving young children and young families the best start in life and in generating savings to the public sector in the longer-term through reduced levels of demand on public services. Council notes:

- fears that cuts to Harrow’s early intervention funding may put at risk services and all the work Harrow has achieved in this area.
- in the future this might mean there being higher levels of crime, reduced levels of educational attainment and extra demand on Harrow’s health services.

Council echoes the concerns of the Local Government Association and others regarding a lack of clarity on the future funding of the Early Intervention Grant, and pledges to write to the Secretary of State to call on him to provide said clarification, and to exempt Harrow from any cuts in its 2013/14 grant, so that Harrow may continue its Early Intervention work as a matter of urgency.”

- (iii) Upon a vote, the amendment at (ii) was lost.

- (iv) Upon a further vote the substantive Motion at (i) was agreed.

RESOLVED: That the substantive Motion, as set out at (i) above, be adopted.

259. MOTION - CHILDREN'S SERVICES

- (i) At item 14(7) the Council received a Motion in the names of Councillors Susan Hall and Christine Bednell in the following terms:

“This Council notes with serious concern the findings of recent inspections of Harrow’s Children’s Services.

An OFSTED inspection of Harrow’s safeguarding and children looked after service rated the performance as ‘adequate’, and also judged the capacity to improve as merely ‘adequate’.

The Core Case inspection of Harrow’s Youth Offending Team said that Harrow’s performance was ‘very disappointing’, and recommended ‘substantial’ or ‘drastic’ improvement in all areas of the service. This

Council notes with additional concern that the Improvement Plan resulting from this inspection has taken over 10 months to produce.

This Council believes that safeguarding and protecting vulnerable children should be a top priority. This Council therefore requests that the portfolio holder for Children, Schools and Families present an update on the progress of both the YOT Improvement Plan before Council tonight, and that relating to the OFSTED report, to all Council and Cabinet meetings for the next 12 months.

Additionally, this Council requests a formal report at the next Cabinet meeting to explain the delay in producing the YOT improvement plan – given the inspection outcome was known in December 2011.”

(ii) Upon a vote, the Motion was not carried.

RESOLVED: That the Motion be not adopted.

260. MOTION - LONDON 60+ CARD

In accordance with Rule 14.7, this Motion stood referred to the Executive.

261. DECISIONS TAKEN UNDER URGENCY PROCEDURE BY PORTFOLIO HOLDERS, LEADER AND DEPUTY LEADER, AND USE OF SPECIAL URGENCY PROCEDURE

The Council received a report of the Director of Legal and Governance Services providing a summary of the urgent decisions taken by Cabinet, the Leader and Portfolio Holders, and the use of the special urgency procedure since the last meeting.

RESOLVED: That the report be noted.

262. DECISIONS TAKEN UNDER THE URGENCY PROCEDURE - COUNCIL

The Director of Legal and Governance Services advised of two urgent decisions taken in respect of matters reserved to Council since the last meeting.

RESOLVED: That the decision taken under delegation by the Director of Legal and Governance Services, on behalf of Council, be noted.

263. PROCEDURE FOR TERMINATION OF MEETING

(i) At 10.29 pm, during the debate on the Item 14(1) (Motion: Councillors' Allowances), the Mayor put forward a proposal that the closure of time for the Council meeting be extended until the completion of all remaining business on the Summons. This proposal was not agreed;

- (ii) at 10.30 pm, in the course of the consideration of Item 14(1) (Councillors' Allowances), the Mayor advised that the 'guillotine' procedure had come into operation for the determination of the remaining business on the Summons and was applied to Items 14(1) (Motion: Councillors' Allowances, 14(2) (Motion: The Right of Education), 14(3) (Motion: Harrow's Policing), 14(4) (Motion: Change to Planning Laws and Regulation), 14(5) (Motion: Proposals to Re-organise the Health Service), 14(6) (Motion: Early Intervention), 14(7) (Motion: Children's Services), 15 (Decisions Taken Under Urgency Procedure by Portfolio Holders, Leader and Deputy Leader and Use of Special Urgency Procedure) and 16 (Decisions Taken Under the Urgency Procedure – Council).

RESOLVED: That the provisions of Rules 9.2 and 9.3 be applied as set out at (i) and (ii) above.

(CLOSE OF MEETING: All business having been completed, the Mayor declared the meeting closed at 10.33 pm).

COUNCIL

8 NOVEMBER 2012

PUBLIC QUESTIONS (ITEM 6)

A period of up to 15 minutes is allowed for the asking of written questions by members of the public of a Member of the Executive or the Chairman of any Committee.

1.

Questioner: Rosalyn Neale

Asked of: Councillor Mitzi Green (Portfolio Holder for Children, Schools and Families)

Question: “Concerning the Vaughan School Expansion. I refer to the report by Catherine Doran to the Overview and Scrutiny Committee on 24th October in which she mentions a key risk is affordability. She details the cost for Vaughan School as £8.9million but we have an email from Adrian Parker dated 10th September quoting an all inclusive budget of £8.5 million. Can you please advise how costs have increased by nearly 5% in a month? This question was asked at the Overview and Scrutiny meeting but we were told the £8.5 million wasn't mentioned previously and so the question wasn't answered. We have this email with us and it has been forwarded to several councillors including the chair and vice chair of that meeting Councillor Miles and Councillor Osborn. May we please now have an answer?”

Answer: The expansion of Vaughan Primary School is a key element of phase 1 of the Council's programme to fulfil a statutory duty to provide sufficient school places for residents' children. Councillors and officers are working hard to implement a programme that provides these places, at a quality that is expected by residents and at a cost that provides the best value for money. Given the current demographic pressures in Harrow and the tight financial position, this is no easy task.

The Council is delighted that the current strategy is delivering the right number of good quality school places such that, unlike some London Councils, all Harrow residents can be offered a school place.

Any building programme will impact on the community and we are doing all we can to both deliver the school expansion

programme and address the very real issues that arise for residents.

Specifically, the £8.9m, referred to in the Overview and Scrutiny report, is the overall project budget for the expansion of Vaughan reported to Cabinet on 20 June.

In subsequent design development meetings with our construction partners we have been working hard to achieve greater value for money, whilst not compromising on the national school construction guidelines. As a result of these meetings we have set ourselves an internal construction target of £8.5m. This is what was referred to by Adrian Parker in his email.

Supplemental Question: We understand that there has been a delay in the planning process as extra information has been requested by the Planning Department.

Does the extra £400,000 relate to the additional information requested or if not, then will that also incur additional costs, as it appears that costs are spiralling out of control and of course, the funding has not yet been finalised?

Supplemental Answer: I do not believe it is a supplementary to your original question. I can only repeat what I have just told you.

In subsequent design development meetings with our construction partners we have been working hard to achieve greater value for money, whilst not compromising on the national school construction guidelines. As a result of these meetings we have set ourselves an internal construction target of £8.5m.

2.

Questioner: Graeme Neale

Asked of: Councillor Mitzi Green (Portfolio Holder for Children, Schools and Families)

Question: "If the Planning Application for the Vaughan School expansion is approved, the number of pupils arriving for school each morning will rise by 50% taking the current number of 420 to 630. There will also be an equivalent increase in the number of guardians and staff arriving at the school each morning.

I am therefore very concerned that there will be a serious road accident due to this massive increase in volumes.

The only strategy that seems to be in place for dealing with this

increase is the travel plan put forward by the school at the September residents meeting which states that their strategy is to encourage pupils to walk to school and use bikes / scooters.

However, the schools own newsletters have highlighted serious safety concerns that currently exist using bikes and scooters. It has been brought to the attention of parents in 7 of the school newsletters since February 2011.

If the expansion goes ahead, what is miraculously going to change to make this issue that is unmanageable today, suddenly manageable?"

Answer:

The increased traffic and congestion issues associated with the proposals to permanently expand schools in Harrow are fully acknowledged. These are existing issues in an urban area like Harrow and will be exacerbated by any school expansion programme.

The Council will consider all possible traffic management options as part of every proposed school expansion. We too will be anxious to do all that is realistically possible to avoid road accidents.

The school quite rightly does all it can to encourage safe and considerate travel to school, as demonstrated in its newsletters. The newsletters highlight issues of congestion in the playgrounds and on the pathways and ask that bikes and scooters are not ridden on the school premises at the beginning or the end of the school day. The plans for the proposed building works at the school seek to improve existing movement around the site and include provision of additional cycle racks to promote safe use for travelling at the beginning and end of the school day.

A Travel Plan has been submitted as part of the planning application pack. The Travel Plan aims to achieve 86% (2011/12 target) of pupils arriving by means other than cars. It will be a matter for the Planning Committee to determine whether the likely traffic impact of the proposals, when balanced against all other material planning considerations, justifies supporting the proposals.

The Travel Plan will be available to view online once the planning application validation is concluded. It is expected to be considered by Planning Committee in January.

Supplemental Question:

There is no doubt that the small roads around the entrance to Vaughan School are not designed, or capable of, handling the increase in traffic. When the inevitable accident happens and a child gets injured or worse, then who in the Council is going to

take responsibility for imposing this ridiculous, ill-thought out expansion plan and take responsibility for endorsing a travel plan which is already flawed and dangerous?

So my question to all of you is, which one of you will be able to justify this decision to a distraught parent?

Supplemental Answer: Mr Neale, I sympathise with your point of view. It is a problem we have in every school in Harrow. If you speak to any parents or any headteacher from any school in Harrow, they would tell you, we have problems in the morning and the evening with parents dropping off and bringing their children from school.

I know the roads around Vaughan School. I can see where you are coming from on this particular point of view. From our point of view, we have to find up to 300 more places for children in schools next year. It is our statutory duty to do that. All I can say to you at this particular point in time, and when it comes to it, hopefully the headteacher and the local authority will sit down with residents and try and find a way to get through this.

3.

Questioner: Dipak Raja

Asked of: Councillor Mitzi Green (Portfolio Holder for Children, Schools and Families)

Question: "My question relates to the Vaughan School Expansion. Residents were advised that a noise attenuation study was undertaken at the request of the planning department. Regarding this study, can you please advise what was surveyed and how the noise impact on the residents during and after construction was assessed and furthermore, what were the conclusions of the study? This question has already been asked in an e-mail but residents are still awaiting an answer."

Answer: An Acoustic and Ventilation Strategy and Plant Noise Limit Report, additional to all the other surveys undertaken in the development of the project, have been submitted as part of the planning application pack. This report pack will be scrutinised by Planning Officers and considered by the Planning Committee. The report pack will be made available online to the general public once the planning application validation is concluded. In light of the imminent release of this report pack that contains considerable amounts of information, it is impossible to summarise in a short answer. Once the report pack has been made available online, it would be better that any comment or objection is raised through the official planning application process.

4.

Questioner: Anant Shah

Asked of: Councillor Mitzi Green (Portfolio Holder for Children, Schools and Families)

Question: “There is a stream that runs across the school playing field called "Smarts Brook" in the Boroughs Strategic Flood Risk assessment Volume 1. planning and policy report this Brook is given the status of FLOOD ZONE 3 which classifies it as a High probability Zone with a high risk of flooding. Any development in this area will be subject to high Flood Risk. The potential development on this land will increase flood risk elsewhere through the removal of permeable surfaces such as grass and the addition of hard surfaces. As the proposed development removes the entire grass field and adds hard surfaces then I presume a flood risk assessment was carried out at the outset. Could you please confirm that a FLOOD RISK assessment has been carried out and what the recommendations were?”

Answer: An initial Flood Risk Assessment (FRA) has been carried out. This FRA is being refined at the request of the Planning Department to ensure that full and appropriate consideration is given to any flooding issues. The FRA, including its recommendations, will be available in the report pack to view online once the planning application validation previously referred to is concluded.

Supplemental Question: Is there any incurring further cost on the flooding areas?

Supplemental Answer: I am afraid I do not have that answer and I am unlikely to have that answer until the Flood Risk Assessment is in the plan.

5.

Questioner: Elzbieta Kaptur

Asked of: Councillor Mitzi Green (Portfolio Holder for Children, Schools and Families)

Question: “My question relates to the Vaughan School expansion. As there are utilities on the allotments adjacent to the school and the allotments share the same title number as the school then why the proposed new build on the playing field can't simply be built on the allotments?

Please be clear, we are not asking for a total re-build of the whole school we are just asking for proper consideration to be given to building the new part of the school on the allotments

rather than the schools playing field. Plans to re-furbish other parts of the existing school building could still go ahead. This would protect the schools only playing field and provide the opportunity for future growth on the allotments.”

Answer:

The accommodation solutions for all schools that are part of Harrow’s Primary School Expansion Programme are provided within the existing school boundaries. This avoids the extra issues, costs and time involved in site acquisition and development.

The use of allotment land to achieve the expansion of Vaughan Primary School is also not being pursued for the following reasons, amongst others:

- Development on allotments is not acceptable from a planning policy perspective. This is in line with an unequivocal presumption against the loss of Open Space in the Core Strategy and the London Plan.
- The complexities and additional expense that the new build on the allotment land would entail. This would include but is not limited to:
 - a requirement for explicit approval by the Secretary of State for development on allotments;
 - the need for re-provision of the allotment pitches;
 - new site access (roads, paths, car parking, site fencing etc);
 - new modern service provision (sewers, drainage, surface water attenuation, water, gas, electricity, phone, internet etc.);
 - additional demolition of the infant block;
 - reinstatement of all the existing school including the hard landscaping to either allotment or soft play;
 - additional consultations and planning applications;
 - legal and planning fees to change the use of the allotment land, if this were possible.

The allotments and the school having the same title number does not change the position stated above. While it is legally possible to seek the necessary permissions from the Secretary of State to allow development, this would be contrary to

planning policy, would add additional costs and would not be achieved in the timescales required to expand the school.

Supplemental Question: My question is, apart from that we are all stressed because of that, that the school is going to be built and will spoil our view as well. Can you just answer, is there any other options or other places that Government can use, other than Vaughan School or have they ever been considered, other places than the Vaughan School, plus obviously the allotments?

Supplemental Answer: I understand and sympathise with your stress but we have considered other options and this was considered to be the best option.

6.

Questioner: Jack Welby

Asked of: Councillor Bill Stephenson (Leader of the Council and Portfolio Holder for Business Transformation and Communications)

Question: "Can the Leader of Harrow Council agree with Councillor Navin Shah who has changed his mind on a 10 storey high block of flats in Gayton Road and could you give us an update on the situation of this particular block because already, before the planning permission has been given, Fairview Estates have given eviction orders for residents of the flats?"

Answer: I think Mr Welby has extended the question originally submitted so I have not looked into Fairview Crescent

I agree with Councillor Navin Shah on many things, not everything. I did ask him to what you were referring, he was not sure.

So to talk about the site, the site consists of the Gayton Road Car Park and the former Gayton Road Library site which is owned by the Council and the flats which you are referring to, which are owned by a private company.

The previous administration had intended to develop this site and had indeed obtained planning permission for a high-rise, over-development for it. In our manifesto that we said during the elections, we made the following commitment:

That we would 'Immediately stop the Tories' high-rise over-development of the Gayton Road site and substandard replacement Leisure Centre, and will work to provide a state of the art Central Library and Arts Complex in the Town Centre'.

That is exactly what we have done. It is our land. We are not

proceeding with anything. We did what it says on the tin.

We continue to keep all council-owned sites under continuous review and in due course we will, of course, want to develop this site appropriately consulting with local residents and as far as I am concerned, that is the current position.

What Fairview do with their tenants is their issue and that is the current situation.

We own the site. We control it. We have to get planning permission obviously and we have made a guarantee that we will want to develop this site appropriately and we will want to consult the residents.

Supplemental Question: “How many units in the 381 flats are for social housing and is Harrow Council subsidising any flats for social housing?”

Supplemental Answer: I think this question probably refers to the development by the previous administration. Digging deep into my memory, I think it was 120, but as I have indicated we have no intention to go ahead with that development, so it is rather academic.

7.

Questioner: Prakash Thakkrar

Asked of: Councillor Mitzi Green (Portfolio Holder for Children, Schools and Families)

Question: “An Estate Agents Firm ... have a sign for sale for a 1.5 Acre plot situated on The Gardens adjacent to the underground railway tracks very near the school's (Vaughan School) entrance.

My questions are:

Have you considered buying this plot of 1.5 acres?

Answer: No consideration was made of purchasing this, or any other land, as the accommodation solutions for all schools that are part of Harrow's Primary School Expansion Programme are provided within the existing school boundaries. This avoids the extra issues, significant additional costs and delay involved in site acquisition and development.

For your information Compulsory Purchase Order (CPO) powers can only be considered if:

- Planning permission for the school has been obtained in respect of the land.

- The Council can demonstrate the availability of finance.
- Cabinet approve the making of a CPO order and
- The Secretary of State confirms this.

Supplemental Question: If you are saying that that particular place is not suitable for the expansion of the school, can the Council consider buying the piece of land please to increase the parking spaces for the parents who bring their children to the school?

Supplemental Answer: No.

8.

Questioner: Jeremy Zeid

Asked of: Councillor Mitzi Green (Portfolio Holder for Children, Schools and Families)

Question: “What measures, procedures and official accountability by officers, are in place to ensure that children in care who entered the system with no criminal records, keep that status until such time they are released from the system, and conversely how many children with no previous records have offended and gained criminal records whilst in care?”

Answer: Harrow Children and Families services co-located in Civic Centre. This is supporting the development of effective partnership working between Children’s social care services and Youth Offending Team (YOT).

There has been specific work to raise the awareness of children looked after (CLA) young people offending to understand these trends and patterns. The CLA service and YOT have established a partnership forum meeting with all staff in respective teams that takes place on a quarterly basis. This will help to review partnership working, initiatives to prevent offending and address re-offending for CLA using strategic performance information. A Children & Families protocol for working in partnership has also been established to support communication between all teams/service and YOT.

As part of the Looked After Children (LAC) review process, the independent Reviewing Officer (IRO) meets with the individual children and young people, their carers and key professionals involved to review the child’s care plan, within one month of the child coming into care, then 3 months and 6 months thereafter. Before the LAC review, the IRO individually meets the child or

young person on their own to ascertain their views and contribution to the LAC review meeting and care plan. In addition to focusing on education and health issues, this discussion will focus on all significant events including those relating to the risk of offending.

There is an already established Independent Reviewing Officers protocol that is triggered when a looked after child becomes involved with a critical incident. This protocol must be responded to by the team manager within 5 days, if this is not addressed, then the matter will escalate to the service manager to respond within 5 days. If the matter is still not resolved, the Divisional Director will be asked to respond. The purpose of the protocol promotes responsibility and accountability with all officers.

Central to good child care planning is the requirement that the allocated social worker for the looked after child ensures support and intervention from a range of services, including; independent visitors and mentors. In addition, the Access to Resources service will be launched in January 2013. This service will further provide support to prevent children from coming into care and support rehabilitation. The CLA service has a performance management information once every month. As from October 2012, the YOT manager is to contribute to this regarding data information of children in care offending.

In relation to the current group of looked after children, of the 158 children and young people in care at the moment, 8 children are known to YOT. Of those 8 young people, 6 have become known to the YOT after their period of care commenced. All 6 of these young people had, prior to entering care, demonstrated concerning and challenging behaviour and were beyond parental control.

Supplemental Question: If I may put a very quick supplement because we have children in care here and obviously, children on the Risk Register. How many girls at risk of female genital mutilation are on the register and what is being done to assure their safety?

Supplemental Answer: I cannot answer your second question. We had no notice of that.

GUILLOTINE REACHED (the following answers were circulated after the Council meeting, by written response, at the request of the Mayor).

9.

Questioner: Stephen Lewis

Asked of: Councillor Thaya Idaikkadar (Portfolio Holder for Property and

Major Contracts)

Question: “What is your view on the outcome of the saga regarding the development of the Whitchurch Pavillion and playing fields?”

Written Answer: Mr Lewis, I am sorry but I cannot agree with your use of the word ‘saga’.

There have been four cabinet reports and extensive public consultation with local residents since the commencement of the Whitchurch Playing Fields project in November 2008.

Although the process for selection of the Council’s preferred bidder and the wide ranging work by the Council and the Whitchurch Playing Fields Consortium, to engage with local residents to allay the concerns has been time consuming, I am confident that the outcome will result in fabulous new facilities for our community.

I am therefore pleased that the current administration has persevered with these proposals despite early difficulties and criticism and I am convinced that the proposal will become a hugely successful and well supported facility for and by the residents of the Borough, which will transform the Playing Fields from their current status of an effectively redundant 25 acre site over the last eight years.

The process has ensured that:

- (1) The best candidate for the development and operational management of the playing fields has been selected.
- (2) The serious concerns of the local residents have been openly debated in a public forum and will be safeguarded through the lease terms and the statutory Planning and Licensing processes.
- (3) With the time and dedication spent by officers, which will continue through the development process, Harrow will receive a sustainable, first class sports and leisure facility.
- (4) The terms negotiated with the Whitchurch Fields Consortium in the Service Level Agreement will provide for extensive, low cost access for disadvantaged and protected groups of the Community.

10.

Questioner: Chris Baxter

Asked of: Councillor Thaya Idaikkadar (Portfolio Holder for Property and Major Contracts)

Question: "When tendering for council services, do you believe that, alongside out-sourcing options, an in-house option should always be considered as part of every procurement exercise?"

Written Answer: This administration is committed to obtaining the best services possible for its residents at the most economic cost. We will therefore consider the various models of service delivery available and adopt the most advantageous for residents. Where there is an existing in-house service this will apart from exceptional circumstances be considered with other options. Where there isn't an in-house option then this will normally also be considered as an option.

11.

Questioner: Veronica Jenkins

Asked of: Councillor Bill Stephenson (Leader of the Council and Portfolio Holder Business Transformation and Communications)

Question: "Would the Leader please confirm which Portfolio Holder received the Petition submitted at the last Cabinet meeting, from residents of Durley Avenue, Pinner."

This question was withdrawn.



Community Safety Plan

2012 – 2015



Foreword by Borough Commander; Chief Executive and Portfolio Holder for Environment and Community Safety

Welcome to Harrow's Community Safety Plan covering the three years 2012/13 to 2015/16.

In contrast to previous Community Safety Plans, which have concentrated mainly on reducing crime, disorder and anti-social behaviour, this Plan has widened its horizons to include, alongside crime reduction, other aspects of safety including safeguarding vulnerable adults and young people, addressing domestic violence, hate crime and community tensions and helping people recover from abuse of drugs and/or alcohol.

In the last twelve months, significant progress on joint working has been achieved with the operational launch of the Multi-Agency Safeguarding Hub (MASH) which uses the data of all relevant organisations to help make the right decisions about keeping children safe and trials are now taking place to extend the MASH to cover vulnerable adults. We have also launched an Integrated Offender Management Scheme (IOM) to help ex-offenders at risk of committing further crime to instead find a home, work or training and support to stay out of trouble. Both of these schemes have the potential significantly to reduce harm to individuals and the community. We have also launched a 24 hour helpline for victims of hate crime with Stop Hate UK. Stop Hate UK provide an accessible and independent reporting and support service for victims of hate crime

As well as these specific schemes, community safety continues to be achieved through joint working, sharing information and data and organisations co-operating to achieve common goals. While each partner has their own immediate priorities, these combine to achieve increasing safety in Harrow.

This Community Safety Plan is also the first to be written with an elected Commissioner for Policing and Crime in place. In London, this role has been added to the responsibilities of the Mayor of London. The Commissioner's powers are not very different from those that the Mayor and the GLA undertook as the Metropolitan Police Authority and it is as yet too soon to identify any changes in strategic direction. However, during the next year, the Mayor's Office for Policing and Crime (MOPC) will develop its own voice and priorities which will influence local policing priorities and style.

Policing in London in the summer of 2012 will take on the additional responsibility of managing safety in London during the Olympics and Para Olympics, including amongst the anticipated surge of visitors to the Capital.

Community Safety is about:

Police action to detect and arrest offenders, to deter crime, to give advice and share information to keep people and property safe and to reassure communities that their safety concerns are addressed,

Council action to safeguard vulnerable people – children, young people and adults, to provide activities that engage young people and divert them from crime and anti-social behaviour to reduce offending and re-offending, to keep the Borough clean and tidy, to operate public CCTV, to intervene to reduce anti-social behaviour, to reduce domestic and sexual violence and to reduce hate crime and community tensions;

Probation action to protect the public by supervising offenders in the community and to reduce re-offending, and to lead on the operation of the Integrated Offender Management scheme

NHS action to provide substance misuse education and treatment services, and mental health services;

Fire Brigade action to help people stay safe from fire and other emergencies, in the home, at work and in London's other buildings, to respond to emergencies, to make sure London is prepared for a major incident or emergency; and to take urgent enforcement action when we believe public safety is being put at risk in buildings;

Voluntary and Community Sector action to support individuals at risk of offending, communities at risk of crime and anti-social behaviour and victims; and

Individual action to become a Neighbourhood Champion, to take responsibility for your own behaviour and actions, to report crime and anti-social behaviour and to support each other if threatened by crime.

As this range of activity shows, community safety is a complex series of issues that cannot be successfully tackled by any agency working alone so representatives of all of the groups listed meet together as the Safer Harrow group to plan how best to reduce crime and anti-social behaviour. Our ideas and actions for 2012/13 and the two years beyond are set out in this plan.



Dal Babu
Borough Commander,
Harrow Police



Michael Lockwood
Chief Executive
Harrow Council



Councillor Phillip O'Dell
Portfolio Holder, Environment and
Community Safety
Harrow Council

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Introduction

Early in each new calendar year, the Police and the Council review the crime figures for the previous 12 months and assess which crime types are of most concern. The findings are brought together in a Strategic Assessment and are subject of consultation with the Residents' Panel to check that the statistical data mirrors residents' experience. The Community Safety Plan then sets out how the partnership intends to respond to the local crime landscape. This Community Safety Plan covers the period 2012/2015 although in much more detail for 2012/13 than the later years as the plan will be refreshed each year to reflect up to date conditions.

This Plan, however, goes much further than its predecessors in taking a wide view of what constitutes community safety and extending the Plan's remit to include Adult and Children's safeguarding, domestic violence, hate crime and community tension monitoring and helping people recover from abuse of drugs and/or alcohol. It also includes several case studies showing the impact of action taken in the last year. In future years, the Plan will continue to expand to include public health messages which contribute to personal and community safety and well-being.

This Plan also sets out development areas for the Community Safety Partnership, which locally is called Safer Harrow, to ensure it remains a strong and sustainable partnership with a strategic focus and effective performance management. It also looks at the developing relationship between Safer Harrow and the Health and Wellbeing Board, which is also a partnership body, concerned primarily with health and social care but also with other services that contribute to wellbeing. Community Safety in its widest sense is a key component of wellbeing.

Purpose of the Safer Communities Plan

This Plan describes the work of the Council, the Police and partner agencies to reduce crime and create safer and stronger communities across Harrow by:

- Identifying priority community safety issues and geographical areas based on our strategic assessment;
- Working in partnership with other organisations to keep the Borough clean, green and safe;
- Supporting and protecting people who are most in need;
- Communicating with and involving people in Harrow to address the issues that matter most to them;
- Mainstreaming community safety activity within the Council's service plans and those of partner agencies; and
- Leading and supporting Safer Harrow in delivering safer communities.

The nature and future of Safer Harrow

What is Safer Harrow?

Safer Harrow is the name of the Community Safety Partnership that was set up following the 1998 Crime and Disorder Act. Partnership approaches are largely built on the premise that

no single agency can deal with, or be responsible for dealing with, complex community safety and crime problems and for improving wellbeing and that success will only come through joint working.

The Partnership comprises:

- Harrow Police
- Harrow Council
- Harrow Probation
- Voluntary and Community sector organisations
- Harrow Fire Service
- NHS Harrow
- The Mayor's office for Policing and Crime (MOPC)
- A representative of Brent and Harrow Magistrates' Court

Partners bring different skills and services to Safer Harrow. The police and the probation service, who both have as their core role the reduction of crime and disorder, play a very active role in Safer Harrow while for other partners, the crime and anti-social behaviour aspects of community safety are less central issues compared with safeguarding and wellbeing. However, all contributions are important and the range of different contributors to improving community safety in Harrow means that extensive coordination is needed. This is reflected in number and specialisation of the co-ordination and strategy groups through which Safer Harrow addresses its concerns.

In terms of formal structure or governance, Safer Harrow comprises a number of forums that facilitate coordination and delivery.

- At a strategic level, community safety is coordinated by the **Safer Harrow**, which includes senior managers from the partner agencies and meets quarterly;
- At an operational level, a high level body called the **Joint Agency Tasking and Coordinating Group (JATCG)** meets monthly to discuss operational issues that are persistent, topical or impact on large numbers of residents.
- The **Anti-Social Behaviour Action Group (ASBAG)** meets monthly to tackle lower level anti-social behaviour problems of individuals or of particular areas.
- The **Early Intervention Panel (EIP)** commissions interventions with individuals that are designed to prevent entry into the criminal justice system.
- **Integrated Offender Management (IOM)** is a process which brings together most of the Safer Harrow agencies to support those at risk of re-offending to stay out of trouble;
- **Multi-Agency Public Protection Arrangements (MAPPA)** targets the most serious sexual and violent offenders and comprises Police, Probation and the Prison Service.
- The **Drug Action Team (DAT)** commissions treatment, education and preventative services for people with substance misuse problems
- The **Multi Agency Risk Assessment Committee (MARAC)** co-ordinates work to address repeat victimisation from domestic violence
- **Domestic Violence Forum** – partnership group for practitioners
- **Hate Crime. and Community Tension Monitoring Forum** meets every two months and is a partnership forum composed of representatives from the community and voluntary sector, police, and council departments
- **Harrow Hate Crime Advisory Group (HHCAG)** works to increase the transparency and accountability of the police and council in their investigation of hate crime and promote confidence and resilience in the overall service

- **Harrow Hate Incidents Panel (HHIP)** works to reduce repeat victimisation and ensure the best possible outcome for victims and witnesses
- **The Multi-Agency Safeguarding Hub (MASH)** is operational everyday to respond immediately to reports of potential harm to vulnerable young people and, it is hoped, adults.
- A number of other agencies have a duty to cooperate including Children's Services and the Youth Offending Team

The Health and Wellbeing Board has similar status to Safer Harrow and has direct responsibility for developing a Health and Wellbeing Strategy that guides the commissioning of health and social care services, including a range of activities that also support the ambitions of Safer Harrow. Working arrangements between the two organisations are being developed to make sure that the objectives and programmes of both are complementary.

These formal groups are supported by practitioner groups that share information and good practice, groups that bring the experience of victimisation or public concerns to the Partnership and regular contact between and within agencies.

Safer Harrow is only able to influence certain community safety and criminal justice services that are delivered locally. Prisons and courts for example, are managed and administered centrally.

Financial savings from partnership interventions will often not return to organisation making the investment and sometimes not to organisations within the partnership at all such as the Prison Service and Courts Service who can benefit financially from Safer Harrow's interventions.

Funding

The Government's public sector spending plans involve significant reductions in funding for all the agencies involved in criminal justice over the next three years. How these reductions will impact on the ability of individual agencies to support the community safety agenda will only be known as detailed budgets are drawn up year by year. However, for the current year, some examples of the decisions already made give an indication of the impact that changes to funding will have.

For the Police,

- The overtime budget for Harrow has been reduced from £495,000 to £428,000 for the policing year 2012/13 a reduction of 14.6%.
- Working with the LA we have identified LAA money from historical projects which was not spent and we are seeking to effectively use these funds for local initiatives.
- We have submitted an application to MOPAC to secure the £50,000 Community Safety Fund with an additional application seeking to spend £18,000 carried over from last year.

The Council has made significant savings in recent years. In the period 2007/08 to 2009/10 these totalled £38m. As part of the budget approved last year, £19m of savings were identified for 2011-12 with a further £12.3m for future years. Over the three years of the Medium Term Financial Strategy now proposed, an additional £18.6m of savings has been identified.

Making savings on this scale is extremely challenging, but Directors have focussed on ensuring that further changes to service delivery models are innovative, robust and deliverable

and minimise the risk to vulnerable people or service failure. The extent of the cuts to public sector spending and the Government's agenda for public service reform mean that the Council is thinking about its future shape and size; how we deliver services in collaboration more with partners and residents and bring about a new relationship that has the potential to unlock major savings.

The NHS nationally has a cash budget increase of 0.1% but has a target to save £20bn over the next 4 years. Locally, the Primary Care Trust has a deficit which requires compensatory spending reductions of 15% in all services.

The budgets of the Police, Probation and Fire Services are focused exclusively on community safety work. In addition, significant mainstream resources from Harrow Council, and the Primary Care Trust, contribute towards reducing offending behaviour in the borough

For the fire service, the Mayor's budget targets indicate that total savings of £64.8 million will need to be made over 2013/14 and 2014/15. The London Fire Brigade (LFB) is the early stages of preparing the fifth London Safety Plan which is the main mechanism the LFB uses to make changes to the way the fire and rescue service is organised in London. The Plan will set out priorities and how services will be delivered from April 2013. The Plan will be subject to public consultation from November 2012.

Strategic Assessment

The Strategic Assessment is produced by Safer Harrow. It summarises the crime and disorder which took place in Harrow between October 2010 and September 2011.

The purpose of the Strategic Assessment is to increase understanding of crime and disorder issues in the borough and to inform decision making around how they should be addressed. As a high level summary, the Strategic Assessment does not discuss any crime or disorder type in detail, but serves to highlight the salient issues and trends. It also sets out a series of recommendations for action. More detailed analysis is regularly undertaken by the Partnership and is used to inform action and to evaluate interventions.

In June 2011, the Home Office removed many of the regulations on many aspects of Community Safety Partnerships (these are the statutory multi-agency bodies set up to tackle crime and anti-social behaviour). It is no longer a statutory requirement to produce a Strategic Assessment. However, it was felt that a summary of crime and anti-social behaviour in Harrow would be help the Partnership identify Harrow's identify key problems and set priorities.

Level of total crime in Harrow, neighbouring boroughs and London

A total of 13,999 crimes (often referred to as total notifiable offences (TNO)) were recorded in Harrow in 2011. This is the fifth lowest total of London's 32 Metropolitan Police boroughs. Once the population size of the boroughs is taken into account, Harrow's crime rate of 61 crimes per 1000 population puts it second lowest with only to Bexley, which recorded 55 crimes per 1000 population, with a lower crime rate. The borough with the highest level of crime in London, was Westminster, but as Westminster has unique characteristics as a leisure, transport and business hub, its rate of over 300 crimes per 1,000 populations it is not typical or directly comparable. Camden recorded the second highest crime rate with 171 crimes per 1,000 populations.

The crime rates in Harrow's neighbouring boroughs were 108 per 1,000 population in Brent; 100 per 1,000 population in Ealing; 89 per 1,000 population in Ealing; and 78 per 1,000 population in Barnet.

Change in level of crime in Harrow, neighbouring boroughs and London

The total number of crimes in Harrow fell by 9% in 2011 compared to 2010, this compares to a 1% reduction in London as a whole. This is the third largest reduction of London's 32 Metropolitan Police boroughs. Only Bexley (14%) and Newham (9%) recorded larger reductions.

Three out of four of Harrow's neighbouring boroughs recorded an increase in the level of crime in 2011. Hillingdon and Barnet both recorded moderate increases, Brent recorded a 6% increase and Ealing recorded a 6% reduction.

What crimes and ASB have gone up?

While, there was a 9% reduction in overall crime in 2011, several categories of crime showed increases during 2011:

Personal robbery increased from 423 to 587 (39%).

Residential burglary increased from 1744 to 1988 (14%). The most recent figures indicate the residential burglary is starting to decrease

Theft of cycles increased by 24%

The number of gun crime offences increases by 5%

Knife crime increased by 16% (196 offences between April 2011 to February 2012)

Serious youth violence increased by 12% in the financial year to date to February 2012 compared to the previous period up February 2011. It should be noted that the level of serious youth violence in Harrow is still one of the lowest of London boroughs.

What crimes have gone down?

While attention and resources are more likely to be directed to crime types that have gone up, it is interesting and useful to see which crime types fell in 2011

Violence against the person fell by 16%; this includes all major assault categories (common assault to wounding) and harassment. There were also no murders. (Only three other London boroughs recorded no murders in 2011. Brent, Ealing and Barnet recorded four to five murders each)

Rape fell from 63 to 57 offences (10%) and domestic violence by 8% to 1,161 offences

Theft of a vehicle fell by 10% and theft from a vehicle by 17%

Theft from shops fell by 24%

Overall criminal damage fell by 12% - including all major type of criminal damage

Racist and religious hate crime fell by 28%

Where crime and ASB takes place

Every part of the borough is impacted on by crime in some way, but there are several areas where there are higher concentrations of crime. These areas are often referred to as 'hotspots'. Four of these key hotspots are briefly discussed below.

Harrow Town Centre/Greenhill Ward

With 1707 recorded offences in 2011, Greenhill Ward continues to have the highest crime of any of Harrow's 21 wards. As well as being an area of heavy footfall, which in itself is likely to be associated with a higher volume of crime, there are three notable crime generators:

- a cluster of bars and pubs associated with violent crime in the late evenings and weekends
- a heavy concentration of retail outlets associated with theft related offences in mornings and afternoon
- a major transport hub associated with ASB and other offences

The level of crime in Greenhill ward has decreased drastically in recent years. Overall the number of offences in Greenhill ward fell by 358 (18%) in 2011. This is well over one quarter of the total reduction in crime in Harrow in 2011. Since 2008, crime in Greenhill ward has fallen by 28%.

In terms of changes in the number of specific crime types in 2011

- Violence against the person, including all assaults, fell by 102 offences (23%)
- the number of personal robbery offences increased from 57 to 68 offences
- Residential burglary decreased by one offence to 144
- Theft from shops fell from 326 to 216 offences (34%)
- Criminal damage fell from 137 to 111 offences (19%)

Much of the reduction in offending levels in Greenhill ward and the Town Centre is likely to be due to various partnership interventions, in particular the Town Centre Team and the Safer Transport Team.

Wealdstone Corridor

This area covers the areas around George Gange Way in the west of Marlborough Ward and continues north into the High Street in Wealdstone Ward. High levels of crime are recorded in both these wards. This area has been associated with youth violence including a group of young people associated with a gang. Crime in Wealdstone Ward fell by 10% and in Marlborough Ward by 14% in 2011.

However, crime in Marlborough ward increased in 2009 and 2010, making the number of crimes in 2011 (904 offences) higher than the 808 offences recorded in 2008. There was a substantial drop in theft from vehicle offences in Marlborough in 2011, from 192 offences in 2010 to 64 offences in 2011. Conversely, personal robbery increased in Marlborough from 25 offences in 2010 to 56 offences in 2011. There was a similar pattern in Wealdstone Ward with a substantial decrease in theft from vehicle offences and an increase in personal robbery. Relatively high levels of serious violence are also recorded in these wards. There were 33 wounding offences in 2011.

Edgware

Edgware experienced the sixth highest level of crime of Harrow's 21 wards in 2011. This ward also experiences the highest levels of environmental crime in the borough such as fly-tipping and litter. These low level problems can contribute to a lack of commitment to an area and a careless attitude to keeping the area tidy and can contribute to low level offending.

South Harrow

South Harrow straddles three wards: Harrow on the Hill, Roxeth and Roxbourne. Some of the crime and disorder problems around South Harrow are associated with young people hanging around after school and later on in the evening. South Harrow is also a major transport hub, with a busy underground station and 10 bus routes that pass through.

There has also been an increase in the spread of hate offences in the South Harrow area in 2011/2012. There are two clusters in South Harrow. The first is to the west of the junction between Northolt Road and Roxeth Hill, around the Grange Farm Estate. The second cluster is the area to the West and South of South Harrow offences took place between the Rayners Lane Estate and Eastcote Lane Estate as well as around Northolt Road

Who commits crime and ASB in Harrow?

Crime is committed by a variety of types of people in Harrow, but some groups are more likely to offend than others. For most crime types, offenders are disproportionately young and disproportionately male. White residents are the ethnic group most likely to offend, but once that group's size in relation to the borough population is taken into account, their offending levels are approximately proportionate. In relation to their number in the population, Asians have low rates of offending and Black residents higher rates of offending. However, the profile of offender varies considerably between crime types, with, for example, robbers tending to be much younger than burglars.

Victims of crime in Harrow

Victims are more demographically varied than offenders in terms of age, ethnicity and gender. Younger people are more likely to be victims than older people, but the relationship between age and risk of victimisation is relatively weak. Males and females have similar levels of victimisation, but these vary between offence types, with, for example, males more likely to be victims of violence in general, but females more likely to be victims of domestic violence.

Summary of Harrow's crime and disorder problems

Performance: 2007/08 – 2010/11

The table below summarises changes in the level of crime and other criminal justice indicators from 2007/08 to 2011/12.

Crime and anti-social behaviour indicators

Crime/ASB type	2007/08	2010/11	2011/12	Change 10/11 to 11/12	Change 07/08 to 11/12
Total crime	14074	14968	14112	-856	38
Common assault	660	832	652	-180	-8
Personal robbery	469	398	668	270	199
Residential burglary	1541	1798	2080	282	349
Theft from vehicle	1768	1637	1590	-47	-178
Theft of vehicle	548	364	331	-33	-217
Snatch and pickpocket	537	499	311	-188	-226
Criminal damage		1569	1476	-93	n/a
Young first time entrants	164	86	92	6	-72
Offences committed by young people	564	515	380	-135	-184
Problem drug users in treatment	391	387	418	31	27
Incidents recorded on buses	1346	911	975	64	-371
Racist offences	117	227	195	-32	78
Domestic violence	920	1270	1144	-126	224
Incidents on trains and tubes	781	491	370	-121	-411

In 2011/12, there were 14,112 crimes in Harrow (officially referred as total notifiable offences (TNOs)) compared to 14,986 offences in 2010/11, a decrease of 5.7%.

Recent performance and trends

The Police set targets for reductions in particular crime types and also targets for the rate for resolving those crimes. Resolving is measured by the Sanction Detection rate which means the number of offences for which a judicial outcome is achieved such as a conviction or a caution.

Fire Service Performance

The Fire Service's priority is to make people safer in their homes and within their communities. By actively engaging with London's communities they are able to inform and educate people in how to reduce the risk of fires and other emergencies. The Service believes that by empowering individuals with knowledge and skills regarding; preventing, detecting, and escaping from fire, they will make informed choices and decisions which will improve the safety of themselves, those they live with, and others in their community.

While the Service wants to make everyone in London safer, their analysis shows that some people are more vulnerable to fire risks than others. Therefore they prioritise work to help these people first. Fires are analysed by the type of property they occur in and the cause of the fire, and from this work, fire prevention priorities are identified. The places and people who are most at risk are also identified through using a range of social, demographic and geographic data. Preventative methods are targeted most towards these higher-risk people and places.

Although there has been a significant decline in the number of fire deaths and injuries over the past decade, the Service continually strives to bring these figures down even further. To help achieve this, a range of targeted schemes and initiatives are delivered with the intention that their combined effects will bring about a greater reduction in fires, fire deaths and injuries. The main method of preventing fires in the home is home fire safety visits programme (HFSVs). These visits are targeted at those most at risk from fire and are used to provide residents with individually tailored fire safety advice and, where necessary, install a smoke alarm.

Within the 2011/2012, crews responded to 2059 incidents within the borough of Harrow. Of these 477 incidents were fires and 511 were special services such as flooding, road traffic collisions and lift releases.

Performance Indicators	11/12 Target	11/12 Actual	12/13 Target
Fires in the home (Accidental)	127	127	126
Fire in non-domestic buildings (Accidental)	48	42	48
Fires – Rubbish (deliberate & unknown motive)	93	35	92
False alarms from automatic systems (Non Domestic)	539	553	530
Shut in lift releases	36	41	38
Time spent by station staff on community safety	10%	13%	11%
Home fire safety visits carried out	781	946	817
% of Home fire safety visits to priority homes / people	65%	77%	70%
1 st Appliance – Average arrival time to incidents in Harrow	6 minutes	6:41	6 minutes
2 nd Appliance – Average arrival time to incidents in Harrow	8 minutes	9:51	8 minutes

Case Studies

It is useful to consider the impact achieved by actions taken by the Council and the Police to address community safety concerns. It is difficult to attribute a change in the crime rate or in anti-social behaviour to a particular cause when a wide range of factors influences individuals. However, case studies can show direct outcomes of particular initiatives and give an indication of their value. The following case studies highlight two particular projects and include specific outcomes that would not have been achieved without the investment in preparing and following through with initiatives. Clearly, there are continuing outcomes from both of these projects in addition to the impact highlighted.

Action by Neighbourhood Champions

Two neighbourhood champions in adjoining streets raised a concern about a large property that had been divided up and was being rented out to a large number of individuals.

Neighbours were experiencing problems of noise, disorder and had suspicions that drug dealing was taking place. These problems had been going on for an extended period.

After the input from the neighbourhood champions, an investigation took place which involved the Police and Council service teams including planning enforcement, private sector housing, anti social behaviour and environmental health. A number of enforcement actions were put in place including carrying out a Police drugs raid. The landlord was contacted and advised on implementing proper systems for controlling a property of this type.

Following the input from the services this has become a well run property with a permanent management presence. The problems which had previously been experienced have ceased, as has the disruption to the community.

Distribution of Smartwater

2010-11 and 2011-12 have seen the roll-out of a major crime reduction initiative in Harrow, the free on-demand installation of Smartwater to households in Harrow. This has seen the Police visiting approximately 30,000 homes across the borough, installing Smartwater and offering crime prevention advice and information to residents.

Smartwater allows property to be tagged with an invisible mark which can be tracked back to the individual household where it was installed. This means that if the Police find this property at a later date, they can conclusively prove that the item is stolen- and exactly where it was stolen from, making life very difficult for would-be burglars.

The impact of Smartwater on burglary trends will be evaluated in a detailed study which will be carried out in the 2012-13 year but it is already apparent that the project has had a positive impact – over the time when the home visits were being carried out, surveys have shown public confidence in the Police and Council's crime reduction work increasing from below 30% to over 80%.

Suggested priorities for Safer Harrow in 2012/13

With limited resources to tackle crime and disorder problems, Safer Harrow inevitably has to prioritise certain offence types over others. From the analysis of crime and disorder problems in the Strategic Assessment and the performance information, the following crime and ASB types are suggested as priorities:

Residential burglary: This is a high volume crime that impacts significantly on households and communities. There were 2080 offences in 2011/12 compared to 1798 offences in 2010/11, an increase of 16%.

Robbery and Snatch: There were 668 personal robberies in 2011/12, a 68% increase on the 2010/11 figure of 398. The figures for snatch show a reduction to 311 offences in 2011/12 compared with 499 in 2010/11 a decrease of 38%. The combined figure shows a 9% increase in 2011/12 over the 2010/11 total.

Anti-social behaviour (ASB): Anti-social behaviour in this context means low level nuisance behaviour and degradation of the environment, including incidents such as fly-tipping and graffiti. Residents are far more likely to experience behaviour such as young people hanging around and graffiti than serious violent crime. ASB is also particularly suited to a local

response as the problems differ considerably between geographical areas and local practitioners are likely to know more about the problems and the best solutions.

Serious youth violence: Despite an overall reduction in offending by young people, including violent offences, there are indications that serious youth violence has increased in 2011 in Harrow. Evidence for this comes from recorded police data as well as intelligence from front-line practitioners. There were 104 offences of serious youth violence in Harrow between April 2011 and February 2012, a 20% increase on the same period in 2010/11. Similarly, both Ignite and the Positive Action Team report increased levels of concern about serious youth violence in Harrow.

The full Strategic Assessment is available from the Council and is on the Council's website.

Consultation with Harrow residents and stakeholders

Consultation takes place on what community safety issues should be prioritised and what actions should be taken to address particular issues.

As part of the Community Safety Plan, it is helpful to consult residents on what they think the priorities should be. The agencies that make up Safer Harrow engage in a variety of methods of consultation to ensure that residents' views are reflected in what they prioritise and how they tackle crime and ASB problems.

The Residents' Panel

The Residents' Panel is a sample of approximately 1,200 Harrow residents aged 18 and over. The Panel is representative of the population of the Borough by ethnicity, age, religion, disability, geographical spread, employment status and housing tenure. The Panel was asked about three main issues in the spring based on the findings of the Strategic Assessment. These were:

- how safe people felt in their local area both after dark and during the day
- to what extent the Police and other public services seek people's views about anti-social behaviour and crime; and
- to what extent people saw particular types of anti-social behaviour as a problem

In answer to the first question, 51% of respondents felt very or fairly safe outside in the local area where they live after dark and 82 % felt very or fairly safe outside in the area where they live during the day. There were variations across the Borough with the wards feeling safest in answer to both questions being Pinner and Pinner South and the wards with the lowest scores included Roxeth, Roxbourne and Wealdstone.

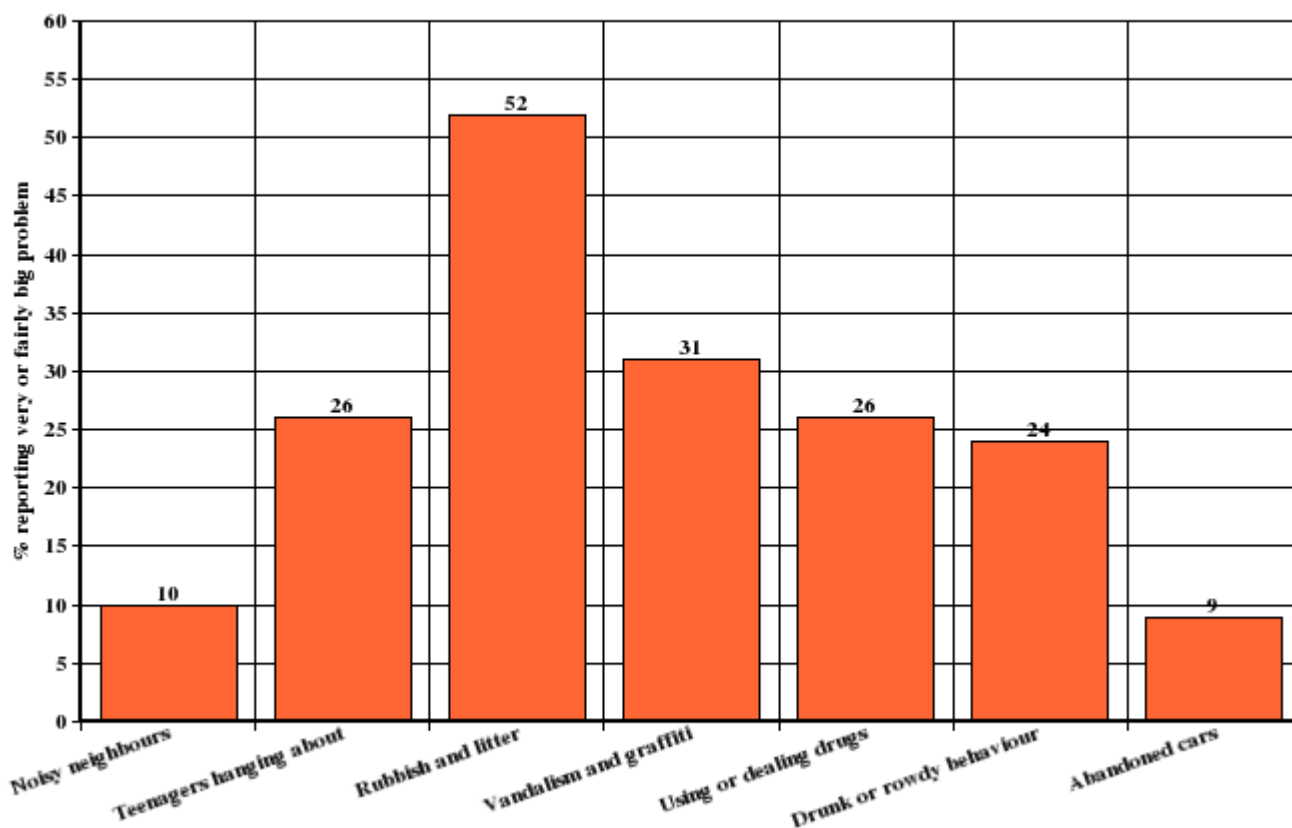
With regard to the second question, 58% agreed or strongly agreed that their views were sought. There were significant fewer people agreeing with the proposition in Harrow Weald

The Panel were also asked whether a range of anti-social behaviours were a big problem or not much of a problem at all. The headline results for those reporting that each type of anti-social behaviour was not much of a problem or not problem at all are shown in the following table.

There were variations in the response by ward with the most significant being:

Type of ASB	Big or very big problem outliers	Not much or no problem outliers
Noisy neighbours	Queensbury Wealdstone	
Teenagers hanging about	Harrow on the Hill Roxbourne Roxeth Wealdstone	Pinner Pinner South
Rubbish and litter	Greenhill Wealdstone Roxbourne	Pinner Pinner South
Vandalism or Graffiti	Harrow on the Hill Roxbourne	Kenton West
Using or dealing drugs	Roxeth Marlborough Wealdstone	
Drunk or Rowdy behaviour	Greenhill	
Abandoned cars	Wealdstone	

Anti-social Behaviour



Form of Anti Social Behaviour
Residents Panel March 2012

The results of the consultation are very similar overall with the response last year and do not indicate that there should be any changes to the priorities arising from the data collected for and analysed in the Strategy Assessment.

The Public Attitudes Survey

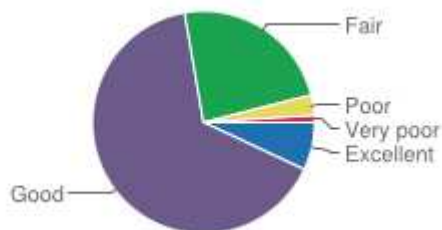
The Public Attitudes Survey, which a high quality survey commissioned by the Metropolitan Police, and produced data for each borough, suggests that the Police are concentrating on issue that matter to Harrow residents. Almost 80% of respondents thought that the Police understood issues that affect their community and 70% thought that the Police deal with things that matter to people in their community. Overall 85% of residents were satisfied

Confidence Results - Harrow

The MPS Public Attitude Survey asks residents of the following questions to measure confidence in local policing.

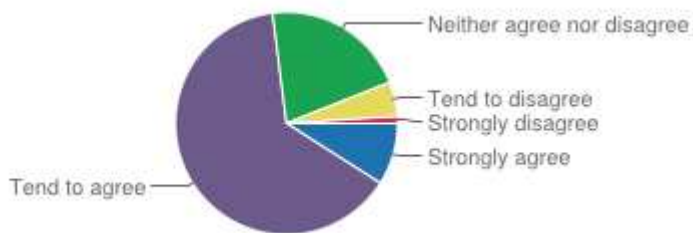
The results below represent Harrow resident's views.

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



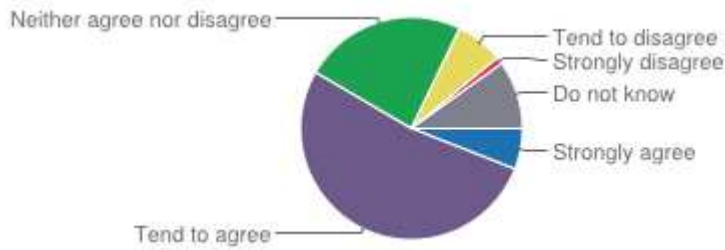
- § Excellent - 7 %
- § Good - 66 %
- § Fair - 24 %
- § Poor - 3 %
- § Very poor - 1 %

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



- § Strongly agree - 9 %
- § Agree - 64 %
- § Neither agree nor disagree - 21 %
- § Disagree - 5 %
- § Strongly disagree - 1 %

To what extent do you agree that the police and local council are dealing with the anti-social behaviour and crime issues that matter in this area?



- § Strongly agree - 6 %
- § Tend to agree - 53 %
- § Neither agree nor disagree - 24 %
- § Tend to disagree - 7 %
- § Strongly disagree - 1 %
- § Don't know - 10 %

The PAS is representative of the population of London as a whole and is in line with census data in terms of ethnicity, age and gender. However, as with all surveys, some groups may be underrepresented. The PAS under samples White respondents aged 15-34 in some boroughs. However, the difference between the sample and the census data could, at least in part, be due to the changes that have taken place to the population of London since the census was taken.

Care must be taken when comparing the Metropolitan Police Service results with other force results, particularly as other forces are using different methodologies to capture their data.

Priorities and actions to address them

Residential Burglary

Residential burglary is theft, or attempted theft, from a residential building where access has not been authorised.

The Police and their partners intend to commit considerable resources to reducing residential burglary and other acquisitive crime over the next three years. The items outlined in this section are Partnership approaches rather than internal activities of Harrow Police, where much of the impetus for reducing residential burglary comes from.

The Partnership activities over the next three years that will impact on residential burglary and other acquisitive crime include:

- Continue the Smartwater initiative that offers free property marking to all households in the Borough that ask for it. The initiative is intended not only to deter burglary at each property at which the marking system is deployed but, through mass distribution, to make Harrow an unattractive place for burglars to operate in.
- Consider funding for locks and security for victims aged over 65.
- Build on communication activities around prevention as a very high percentage of burglaries in Harrow involve obtaining access through unlocked doors and windows – and particularly those adjacent to single story extensions.

- Continue the emphasis on crime prevention by working closely with Housing and the Registered Social Landlords to make properties more secure.
- Crime reduction communication campaigns in known hotspot areas
- Provide crime prevention advice to the owners of vulnerable properties in the hotspot locations
- Continue with high-visibility Police patrols in known hotspot areas to deter offenders, as well as to gather intelligence about individuals in the area likely to be committing these offences
- Actively target known offenders and hotspot areas through pro-active operations, to reduce the number of offences
- Continue to work with other boroughs including Hertfordshire and Brent to gather intelligence about possible offenders committing burglaries in Harrow
- Target handlers of stolen goods to restrict the sale of stolen property

Commentary

The Council and the Police have committed significant resources to the SmartWater initiative. To date, around 30,000 SmartWater kits have been installed free of charge in residential properties in the Borough. The kits have been offered to the owners of properties that have been burgled and properties near to those that have been burgled and in hot spot areas although any resident can request a kit.

The kits have not yet been in place long enough to allow a definitive judgement on the effectiveness of SmartWater deployment but further analysis will be undertaken throughout the year.

The Police recently held a multi-borough seminar to identify good practice across a number of areas including residential burglary and a number of ideas in use in other parts of London are being evaluated

Robbery and Snatch

Robbery is the crime of taking or attempting to take something of value by force or threat of force or by putting the victim in fear. Snatch is taking or attempting to take something of value by applying force to the object rather than the person from whom it is taken. Snatch figures will be included in the robbery totals from now on.

Robbery and Snatch are often opportunistic crimes and can occur in any location although in Harrow, the hot spots are areas with high numbers of pedestrians, especially the Town Centre.

The age profile of both offenders and victims are broadly similar - over half the suspects are aged between 15 and 19 and the next highest age ranges are 20-24 and 10-14. Similarly, the highest number of victims come from the 15-19 age group with the 20-24 and the 10-14 year old groups next. The age of victims however, extends up through all the recorded ranges. Suspects are overwhelmingly males whereas victims are only marginally more likely to be male.

As well as high visibility patrolling, the most effective action is to reinforce community safety messages relating to robbery and snatch such as:

- Be alert and aware of your surroundings - planning your journey ahead so you know where you are going helps you to appear confident.
- If you can, avoid walking alone at night. Steer clear of shortcuts that take you through secluded or poorly lit areas such as parks and alleyways.
- If you are carrying a bag make sure clasps or main zips face inwards. Keep keys in your pocket. Never carry large amounts of cash. If confronted by a robber or snatch thief you should surrender your property without a fight - your safety is more important than your property.
- If physically attacked, shout loudly to attract attention of others and run away.
- If you suspect someone is following you, check by crossing the street - cross several times until you feel safe again. If necessary go to the nearest place where there are other people, like a shop or pub and call the police - avoid using phone boxes. This is why planning your journey is important.
- You may want to consider investing in a personal attack alarm. Make sure it is easily to hand so you can use it immediately to draw attention to yourself and hopefully scare off the attacker.
- If you are heading somewhere unfamiliar let someone know where you are going, your planned route there and when you expect to return.
- If you are going home, have your keys ready so you can let yourself in quickly.

Commentary

The proceeds of robbery and snatch tend to be cash, phones and other small electronic devices which have a ready market which is not easy to track or trace. This precludes the intelligence-led approaches that can be successful in making burglary more difficult. The new Integrated Offender management scheme may prove to be effective in targeting known robbers and burglars although it will be unable to support those living outside Harrow which applies to a significant proportion of burglars arrested here. .

Anti Social Behaviour

Many residents in Harrow experience ASB at some point. This could be fly-tipping, graffiti, litter, noise, nuisance neighbours, vandalism or youths hanging around. For some residents, levels of ASB can have a significant adverse impact on their quality of life. The partnership has a wide range of tools at its disposal for tackling ASB and intends to continue to prioritise ASB.

Some of the key partnership actions over the next three years include:

- Continue the Harrow Weeks of Action. These are multi-agency week-long events which focus on a particular area to address crime, anti-social behaviour, environmental concerns, and issues such as untaxed cars
- The tools available to the Police and Council for dealing with ASB will change following legislation in winter 2012 with the new tools in place to use in Harrow by 2013. Some of the key changes are:
 - The abolition of ASBOs and other court orders and their replacement by two new tools: the Criminal Behaviour Order and the Crime Prevention Injunction

- The creation of a Community Protection Order for dealing with place specific ASB
- The creation of a single police power for dispersal around ASB
- A greater emphasis on rehabilitation and restorative justice for perpetrators of ASB

The Partnership will keep up to date with these changes and make effective use of the new tools.

- Ensure that there are effective responses to the Community Trigger (which gives victims and communities the right to require agencies to deal with persistent anti-social behaviour). This is likely to be introduced in 2012
- The effectiveness with which Harrow Council deals with reports by members of the public on problems such as fly-tipping, litter and graffiti will be improved with the introduction of the Streets and Ground Maintenance Project. This new system will enable problems to be recorded more rapidly and accurately and improving how they are dealt with.
- Re-focussing the role of Neighbourhood Champions and providing greater support. It is hoped that a borough-wide conference will take place in 2011.
- Continue operations around Wealdstone where youth workers have been embedded into Safer Neighbourhood team patrols to provide a range of responses to the issues presented by young people.
- Maintain CCTV coverage in and around Harrow Town Centre. This will help to reduce ASB, a high proportion of which takes place in the Town Centre

Commentary

The ever closer working between the Council's two anti-social behaviour teams (Environment and Housing) and the Police provides a joined up and graduated menu of responses as well as the opportunity for early intervention to try to prevent problems from escalating. The remodelling of the Safer Neighbourhood Teams to provide flexibility of deployment to the areas of most need on a daily basis and the new 'Grip and Pace' management arrangements introduced by the Police (and which are influencing the speed of the Council's response to intelligence and events) all contribute to a more proactive and speedy response to anti-social behaviour.

This places the Council and the Police (as well as voluntary and community groups involved in this work) in a good position to take advantage of the new powers as and when they become available and to be able to respond to the Community Trigger provisions if they are brought into law.

Serious Youth Violence

Serious youth violence which includes GBH, knife and gun crime where the victim is younger than 20 years increased by 12% in the financial year to date to February 2012 compared to the previous period up February 2011. It should be noted that the level of serious youth violence in Harrow is still one of the lowest of London boroughs.

However, earlier this year, a number of stabbings took place between young Somali males. Chief Superintendent Babu held a number of meetings with Somali mothers, statutory and third sector partners to discuss how the mothers could help by using their influence on their children to guide them away from crime and involvement in gangs.

As a result of the meeting the 'Mothers against Gangs' was formed. Harrow police are funding the group through the Prisoner Property Act fund, and funds will be given to Harrow Association of Voluntary Organisations (HASVO) to directly fund the group.

Although MAG was set up after meetings with Somali mothers, the group will include mothers from all faiths and backgrounds.

MAG will be a self help group that will:

- Raise the profile of MAG within Harrow and elsewhere
- Assist mothers whose children are involved in or at risk of becoming involved in gangs or crime
- Assist with promoting diversionary activities for young people at risk in Harrow
- Help police and statutory partners with disseminating information within their communities

MAG will be launched at a seminar to provide mothers with information on approaches currently being trialled in Harrow and elsewhere to reduce serious youth violence and combat the influence of gangs. A number of guest speakers will provide mothers with an insight into what signs to look for to tell if your child is involved in gangs and also information of the threat to girls of joining gangs.

This work follows on from Resilience Training provided last year by the Young Foundation to help young people recognise value in social roles other than gang membership and the joint work of Safer Neighbourhood Teams and the Council's Youth Service in addressing young people's needs and behaviour on the street.

Commentary

Every year, there is a new cohort of young people who may be susceptible to the attraction of gang membership and may also be attracted to crime and violence. The work that has been done in the past needs to be renewed constantly to help and support the next cohort and to be developed as new thinking and approaches are developed here and elsewhere. Successes in this work are often about things that didn't happen – reductions in the number of young people injured through violence and less reported gang activity – but it is the intention in this year to identify positive things that have been achieved by young people who have previously been in or associated with gangs as role models and, hopefully, active proponents of the benefits of change.

Other aspects of Community Safety

The priorities identified from the Strategic Assessment relate directly to the most recent patterns of crime and anti-social behaviour in Harrow. However, there is much more to Community Safety than responding to criminality. The local authority, the Health Service, the Probation Service and a wide range of voluntary and community groups contribute to improving community safety directly and indirectly.

In an attempt to recognise these contributions and to begin to develop a picture of this wider sense of community safety, the plan now looks at the specific provision made by Adults and Children's Safeguarding, Domestic Violence support and work to address Drug and Alcohol abuse. In future Plans, we intent to widen the range of services and groups included to present a more complete account of the community safety services in Harrow.

Children's Services

There have been massive changes in national policy and funding in the last two years. Harrow Children's Services, however, has carried out a major piece of transformation work to ensure that it is best-placed to meet these challenges head on.

The service embarked on whole system redesign. Design children's services now for a locality starting from a blank piece of paper would produce a design significantly different to our existing structure. Systems and processes had grown up over years to incorporate new initiatives, targets, budgets and requirements from central government as well as reacting to local needs and priorities.

A new and innovative future operating model has been developed that puts vulnerable children, young people and families firmly at the heart of a more efficient and effective system. Staff work in multi-disciplinary Teams Around the Family. Families have rapid access to services tailored to their needs with the most vulnerable fast tracked to the help they need.

The new operating model has a single front door, staffed by an expert multi-agency team, for all early intervention and targeted children's services provided or commissioned by the council. Harrow is a Metropolitan Police pilot for a Multi-Agency Safeguarding Hub, sharing information quickly and acting together to keep children safe. Harrow is also piloting the London Safeguarding Children Board's quality assurance framework, exploring the Reclaiming Social Work approach and training all practitioners in evidence-based programmes.

Other local areas have developed triage systems and multi-agency teams, but such a comprehensive whole system approach has yet to be delivered anywhere. These new ways of working allow professionals more time to be professionals: more face-to-face time with families and less time filling in paperwork. It cuts out unnecessary process and time wasted on complex referral systems and maximises time for direct work with children and families.

Key aspects of the Harrow model include:

- Strong partnerships with police, health and the third sector building on Total Place principles, delivering services together including a multi-agency information sharing hub
- A seamless multi-agency service with one point of contact that meets the needs of vulnerable children, young people and their families
- An early intervention approach to ensure that needs are met at the earliest opportunity and avoiding later expense once problems are entrenched
- A Team Around the Family/Child model to meet need in a co-ordinated way
- Reduced bureaucracy and improved integrated systems to maximise time that key professionals are able to work with families and share information effectively
- A new relationship between the Council and schools, acknowledging their increasing autonomy (particularly the new academies) but recognising and building on their understanding of children and family circumstances
- Maximising the efficient use of resources through robust strategic planning, commissioning and procurement of services to meet local need
- Improving outcomes through rigorous quality assurance closely linked to performance management and workforce development

This integrated operating model required a new organisational structure to bring together teams differently. The re-organisation of the Children's Services enabled integrated working both within the local authority and with partner agencies.

Adults Services

Safeguarding Adult Services

Harrow Council and its partners totally condemn any form of abuse of vulnerable adults.

Whilst it is recognised that the vast majority of carers (paid or unpaid) provide excellent care to those they look after, it must also be acknowledged that abuse can be perpetrated by anyone. This can include paid workers or professionals (those in a position of trust), partners, family carers, relatives, friends or strangers.

In recognition of these facts, Harrow's Local Safeguarding Adults Board (LSAB) has agreed a vision and a set of core principles and values for the Borough:

Vision

"Harrow is a place where adults at risk from harm are safe and empowered to make their own decisions and where safeguarding is everyone's business"

Principles and Values

The Harrow LSAB partners will safeguard the welfare of adults at risk by working together (in six key areas – empowerment; protection; prevention; proportionality; partnership and accountability) to ensure that:

- there is a culture that does not tolerate abuse; (protection)
- dignity and respect are promoted so that abuse is prevented wherever possible; (prevention)
- there is active engagement with all sections of the local community so that they are well informed about safeguarding issues; (partnership)
- adults at risk are supported to safeguard themselves from harm and can report any concerns that they have; (empowerment)
- quality commissioned, regulated and accredited services are provided by staff with the appropriate level of training; (accountability)
- there is a robust outcome focused process and performance framework so that everyone undergoing safeguarding procedures receive a consistent high quality service which is underpinned by multi-agency cooperation and continuous learning; (accountability)
- victims are supported to stop the abuse continuing, access the services they need (including advocacy and victims support); (proportionality)
- there is improved access to justice; (empowerment) and
- accountability for what is done and for learning from local experience and national policy. (accountability)

The LSAB has a 3-year Business Plan which incorporates a Prevention Strategy, a Training Strategy and a Dignity Strategy and produces an Annual Report that covers the progress made on the action plan.

The LSAB recognises the key role that other main stream agencies perform as part of its wider prevention approach. For example there are joint projects with Community Safety in relation to hate crime, Trading Standards for distraction burglary, the Police in working with Banks to prevent financial abuse and Domestic Violence organisations where the victims are older people, have a learning or physical disability or a mental health problem.

Domestic violence and violence against women and girls

Following a fall of 2% in the number of domestic violence offences in 2010/11, this trend has continued with a further reduction of almost 105 in reported incidents in 2011/12. Despite this decrease, domestic violence still accounts for a higher percentage of crime in Harrow than in many other Boroughs due to the relatively low rate of other forms of offending.

Domestic Violence work includes actions under the headings of prevention; provision; partnership and perpetrators. For the purpose of this Plan, the focus is on prevention and provision which is undertaken by the Police and a range of voluntary and community organisations commissioned or supported by the Council.

Prevention

- Continue the work raising awareness of domestic and sexual violence and attitudes to violence against women and girls. A broad range of activities is covered including work in schools and community events;
- Public awareness campaigns including raising awareness addressing forced marriage and female genital mutilation;
- § Specialist training for 350+ professionals in Harrow including faith, community, voluntary and statutory services.

Provision

- Mainstream funding for at least the minimum staffing levels considered necessary for Harrow of three Independent Domestic Violence Advisors (IDVAs), and a post to support the Multi-Agency Risk Assessment conference (MARAC). The IDVAs work with victims of violence to support them make choices about their future safety
- Grant funding for a part time Independent Sexual Violence Adviser;
- Continue and extend actions to maintain public awareness of DSV. A broad range of activities are included for this purpose
- Maintain the Sanctuary Scheme, refuge beds and the participation in the West London Rape Crisis Centre at least until March 2012 when the funding situation will be reviewed

Drug and alcohol misuse

The national framework around reducing drug misuse has changed significantly in the last. The Government now requires local services to

- put more responsibility on individuals to seek help and overcome dependency

- place emphasis on providing a more holistic approaches, by addressing other issues in addition to treatment to support people dependent on drugs or alcohol, such as offending, employment and housing
 - aim to reduce demand and supply
 - increase the role of local agencies in reducing drug misuse
 - aim at recovery and abstinence.
- There is a range of drug treatment and support services available in Harrow, as detailed in the annual Adult Drug Treatment Plan.

In relation to alcohol, although this is an increasingly serious issue in Harrow as in the rest of the country, there is little specific funding made available to support education or treatment. Significant work is being undertaken to collect data to demonstrate the link between alcohol and crime and alcohol and injuries requiring treatment at an Accident and Emergency Unit.

In addition, enforcement of the existing law regarding under-age sales, the control of street drinking and the proper regulation of pubs and clubs continue to help control the damage that excess consumption can cause and the recent Government alcohol strategy which considers the case for minimum pricing may contribute to this.

Reducing re-offending

The vast majority of crime in Harrow, as elsewhere, is committed by repeat offenders. The two main agencies for reducing re-offending are London Probation: Harrow, which is the lead agency responsible for reducing re-offending and the Youth Offending Team. Both agencies try to change the behaviour of offenders and help them lead positive lives in the community.

In terms of treating offenders, Probation provides services to offenders released from prison who served a sentence of one year or more and offenders who have been sentenced in the courts to a Community Order or a Suspended Sentence Order. The Youth Offending Team attempts to prevent young offenders from re-offending.

Since the last plan, an Integrated Offender Management (IOM) scheme has been established. The scheme enjoys the support of the Probation Service; the Police; the Council; the Health Service; JobCentrePlus; the Prison Service and voluntary sector organisations.

IOM identifies individuals being released from prison who have the highest risk of re-offending based on their score against a number of factors that power the Probation OGRS system. OGRS stands for Offender Group Reconviction Scale and is a uniform national predictor of re-offending which uses static data such as age, gender and criminal history. It is used by the Probation Service, along with other systems such as OASys (Offender Assessment System) to help determine the best approach to supervision and offender management.

In the context of IOM, offenders with an OGRE score above a certain threshold are invited to take part in the scheme. The Harrow scheme can cater for a cohort of 32 offenders at any one time and these will be a mix of statutory offenders (those who received a sentence of 12 months or more) and non-statutory offenders. These are the offenders at the highest risk of reoffending although not necessarily those who might commit more serious crimes.

The benefits of taking part are that the scheme provides easier access to and guides participants through the processes of obtaining out of work benefits, employment, housing, places on substance misuse programmes or perpetrator programmes for addressing domestic violence where appropriate. In return, participants agree to a strict regime of probation

supervision and police preventative interventions. For example, police and probation officers may call on IOM participants periodically and unannounced to remind them that they are of interest to these services. A breach of agreed behaviour leads to the withdrawal of the benefits of participation (although not the loss of out of work benefits or accommodation).

IOM is presented to participants as a last chance of turning their lives around and avoiding the revolving door of repeated prison sentences.

The concept of IOM has been piloted in several London Boroughs over the last two/three years with promising results. Harrow is part of a six borough Probation-led pilot employing different voluntary sector support agencies. For Harrow and Hillingdon, an organisation called P3 has been employed by the London Probation Trust. Their current offer in Harrow includes helping prisoners complete benefit application forms before their release date and meeting them at the prison gates. P3, in conjunction with the Probation Service's existing accommodation officer, tries to identify accommodation and arranges deposits, moving in and support with basis furniture where necessary. P3, again in conjunction with existing Probation provision, also seeks employment or pre-employment training courses for IOM participants.

P3's offer in Kensington and Chelsea, where the scheme is more established, includes a Hub which provides a place to go during the day if participants do not yet have a job or a course and where there is additional support in writing CVs and applications, identifying potential courses and developing interests and hobbies and socialising that together provide reasons for wanting to stay out of trouble.

P3 have use a desk adjacent to the MASH as well as use of accommodation at the Probation Service. The Police locally have offered accommodation at South Harrow Police Station for all those associated with IOM and this is currently being evaluated.

The Future of Safer Harrow

Safer Harrow is trying to join up the wide range of organisations and services that contribute to the provision of community safety in Harrow. It has added a representative of the Magistrates' Court to its membership in the last year and will continue to seek additional partners who can add to the mix of services, experience and knowledge that can help to make sense of the complex picture of needs and service offers that currently exist, identify gaps and duplications and help to achieve the highest standards at the most affordable costs.

One of the relationships that will need to be explored in the coming year is that with the new Health and Wellbeing Board. This Board, which is currently in shadow form, will be fully established with effect from April 2013 and will be primarily concerned with identifying the health and other services that need to be commissioned for Harrow. The wellbeing part of the Board's responsibilities, however, includes aspects of community safety and it will be important to ensure that efforts to increase wellbeing complement work to secure community safety.

How the Plan will be implemented and monitored

The Community Safety Plan has been compiled by combining the action plans of the partner agencies. It will be submitted for adoption by Safer Harrow, the Council Cabinet and the full Council as it forms part of the Council's policy framework.

The Plan will, however, be owned by Safer Harrow which is responsible for delivering reductions in crime and anti-social behaviour. Safer Harrow will monitor changes in both the

crime rate and the sanction detections and, at the same time, progress on the projects set out in this plan. This will give oversight of the extent to which the activity that partners have undertaken to deliver has been achieved and also the impact that completed actions and projects make on the incidence of crime and anti-social behaviour.

As well as quarterly monitoring at safer Harrow meetings, there will be an annual review of the Plan and whether the outline actions included for later years are still appropriate and should be worked up in greater detail. This will lead to updating the action plan for 2012/13 and 2013/14. Unless the updating results in seeking new strategic objectives, it is not necessary for further formal approval to be obtained from Cabinet or the Council.

This plan should be sufficiently robust to absorb the changes envisaged by Government in the administration of criminal justice as these have been foreshadowed in drafting this document. The risks facing the plan are to be found more in the impact of continuing reductions in resources rather than legislative or organisational changes and is a possibility of requiring an interim plan next year or the year after if there are no longer resources to enable Safer Harrow to fulfil its obligations.

As well as the strategic overview brought to crime and anti-social behaviour by Safer Harrow, the various sub-groups and specialist groups will be responsible for monitoring their own action plans and the results that those strategies achieve and reporting these to Safer Harrow. Safer Harrow will therefore be well placed to identify the efforts made and the effect achieved of community safety activity.

Preliminary Draft Charging Schedule

London Borough of Harrow

Planning Act 2008 - Community Infrastructure Levy Regulations 2010

The Community Infrastructure Levy (CIL) is a new system of securing developer contributions through the planning system which local authorities are empowered, but not required, to charge on new development in their area.

The purpose of the levy is to help pay for infrastructure such as schools, transport, libraries, parks, leisure facilities and other strategic infrastructure that is required to support new development and to create sustainable communities.

Preliminary Draft Charging Schedule

The London Borough of Harrow is a charging authority according to Part 11 of the Planning Act 2008. The Council is proposing to implement a Community Infrastructure Levy in respect of development across all of the London Borough of Harrow. The Council is proposing to charge differential rates of CIL to be determined by the land use of a proposed development (expressed as pounds per square metre). This Preliminary Draft Charging Schedule has been issued, approved and published in accordance with Part 11 of the Planning Act 2008 and the Community Infrastructure Regulations 2010, as amended.

Clear messages from the CIL Regulations

Keep it simple: the Regulations state that CIL should not be overly complex. As CIL is based on a charge on additional floorspace per square metre, and as many developments planned for in Harrow are of mixed use schemes on sites with existing floorspace, a wide variety of different charges would make CIL calculation and collection increasingly difficult. Most London councils are therefore setting one or two different charges for all the uses in their area.

The charge(s) must be justified by objective viability assessments: it can not be based on wanting to encourage or restrict certain development types or promote specific regeneration locations.

Unlike with Section 106 agreements, the CIL Regulations do not allow for CIL to be easily waived or renegotiated on a site-by-site basis: it is a charge on the land and if it makes development unviable then the development may not go ahead. Therefore the Council should avoid trying to set CIL charges that are close to the ceiling of what might be viable for the majority of development within Harrow.

Requirements

In order to set a CIL charging schedule, the Council must have an appropriate evidence base to support the proposed levy. This includes:

Evidence of an infrastructure funding gap: Harrow total infrastructure bill to support new development is £137m (Education £36m; Burial & Cremation £0.8m; Health £9.8m; Leisure Centre £9m; Libraries and Archives £6.1m; Transport £60.6m; Green Space £14.4m). Traditional funding will raise £47.1m towards the cost, so the **funding gap is £61.2m, which justifies Harrow introducing a CIL**

Evidence of an assessment of development viability: Viability demonstrates that residential development can absorb a maximum CIL of £180 (in South Harrow) to £400 per

sq m (in Harrow on the Hill); Retail development to a maximum of £200 per sq m; and hotel and student accommodation £100 per sq m. All other forms of development are not viable. **Regulations are clear, CIL should not be set at maximum limits – a midway point is appropriate, ensuring vast majority of development can afford CIL and remain viable – noting also that Mayoral CIL at £35 per sq m is top-sliced**

Harrow's proposed CIL rates

Based on the research findings and guidance, Harrow's CIL Preliminary Draft Charging Schedule is set out in the table below. Please note the stated figures do not include the Mayor's CIL which is an additional £35 per square metre for most development in Harrow, and has been applicable since 01 April 2012).

Preliminary Draft Charging Schedule – Rates of CIL

Use	Charge per sqm
Residential (Use Classes C3),	£110
Residential Institutions, except Hospitals, (Use Class C2), Student Accommodation, Hotels, Hostels and HMOs (Sui Generis)	£55
Retail (Use Class A1), Financial & Professional Services (Use Class A2), Restaurants & Cafes (Use Class A3), Drinking Establishments (Use Class A4), Hot Food Take-aways (Use Class A5)	£100
All other uses	Nil

The proposed CIL rate(s) strike an appropriate balance between helping to meet the identified infrastructure funding gap and the potential impact of the charge on development viability across the borough.

How have the CIL Rates been determined?

The Council has considered the findings of the viability assessment and the need to address the estimated infrastructure funding gap in making a balanced judgement on appropriate CIL rates. There has been a conscious effort to keep the rates relatively simple whilst securing an appropriate contribution of funding for local infrastructure made necessary by planned new development.

The viability evidence¹ suggests **residential** schemes are able to absorb a **maximum** CIL rate of between £180 to £400 per square metre. While there are differences in residual land values across the borough, account also needs to be had to the level of development planned for or anticipated to come forward in the different locations. Within both the highest and lowest value areas of the borough (Harrow on the Hill and South Harrow respectively) the planned levels of development are modest, and therefore do not warrant a differential charging rate being applied. The vast bulk of Harrow's planned development is to come forward within the Harrow and Wealdstone Intensification Area. The suggested rate within this area is £110 per sqm. Taking account of CLG guidance that charging authorities do not set their CIL at the margins of viability, and taking a broad view across the evidence and the desire to continue to support growth and new homes in the area in accordance with the Core Strategy, the Council is proposing to apply this as a flat rate for residential uses across the whole of the borough.

High quality **office development** on sites in Harrow town centre have the potential to generate some value based on higher rents, however, this is very sensitive to small shifts in rents and yields and given the current context of over supply of low quality, outdated and

¹ Harrow CIL Viability Report, BNP Paribas, July 2012

unsuitable office space in the Borough the Council's evidence indicates that no CIL could be levied. At current rent levels, office development elsewhere in the Borough is unlikely to come forward in the short to medium-term as the capital values generated are insufficient to cover development costs. The Council therefore proposes to set a zero rate for office development in the Borough.

Residual values generated by **retail developments** are higher than current use values in certain areas. Those areas coincide with the locations where growth is proposed. Consequently, the Council is proposing a simple flat rate for all retail and town centre uses.

The appraisals of developments of **industrial and warehousing** floorspace indicate that these uses are unlikely to generate positive residual land values. The Council is therefore proposing a zero rate for industrial floorspace.

Student housing and hotel development in the Borough generates sufficient surplus residual values to absorb some CIL. After allowing for a buffer for site-specific factors, the Council proposes a rate of £55 per square metre.

D1 and D2 uses often do not generate sufficient income streams to cover their costs. Consequently, they require some form of subsidy to operate. This type of facility is very unlikely to be built by the private sector. The Council therefore propose that a nil rate of CIL be set for D1 and D2 uses.

Calculating the Chargeable CIL

CIL applies to the gross internal area of the net increase in development (Regulation 14). The amount to be charged for each development will be calculated in accordance with Regulation 40 of the Community Infrastructure Levy Regulations 2010. For the purposes of the formulae in paragraph 5 of Regulation 40 (set out below), the relevant rate (*R*) is the differential rate relating to each specific use as set out in this Preliminary Draft Charging Schedule.

Calculation of chargeable amount

(1) The collecting authority must calculate the amount of CIL payable ("chargeable amount") in respect of a chargeable development in accordance with this regulation.

(2) The chargeable amount is an amount equal to the aggregate of the amounts of CIL chargeable at each of the relevant rates.

(3) But where that amount is less than £50 the chargeable amount is deemed to be zero.

(4) The relevant rates are the rates at which CIL is chargeable in respect of the chargeable development taken from the charging schedules which are in effect –

- (a) at the time planning permission first permits the chargeable development; and
- (b) in the area in which the chargeable development will be situated.

(5) The amount of CIL chargeable at a given relevant rate (*R*) must be calculated by applying the following formula—

$$\frac{R \times A \times I_P}{I_C}$$

where—

A = the deemed net area chargeable at rate R

I_P = the index figure for the year in which planning permission was granted; and

I_C = the index figure for the year in which the charging schedule containing the rate R took effect.

(6) The value of A in paragraph (5) must be calculated by applying the following formula –

$$\frac{C_R \times (C - E)}{C}$$

Where –

C_R = the gross internal area of the part of the chargeable development chargeable at rate R , less an amount equal to the aggregate of the gross internal area of all buildings (excluding any new build) on completion of the chargeable development which –

- (a) on the day planning permission first permits the chargeable development, are situated on the relevant land and in lawful use;
- (b) will be part of the chargeable development upon completion; and
- (c) will be chargeable at rate C

C = the gross internal area of the chargeable development; and

E = an amount equal to the aggregate of the gross internal areas of all building which –

- (a) on the day planning permission first permits the chargeable development, are situated on the relevant land and in lawful use; and
- (b) are to be demolished before completion of the chargeable development.

(7) The index referred to in paragraph (5) is the national All-in Tender Price Index published from time to time by the Building Cost Information Service of the Royal Institution of Chartered Surveyors; and the figure for a given year is the figure for 1st November of the preceding year.

(8) But in the event that the All-in Tender Price Index ceases to be published, the index referred to in paragraph (5) is the retail prices index; and the figure for a given year is the figure for November of the preceding year.

(9) Where the collecting authority does not have sufficient information, or information of sufficient quality, to enable it to establish –

- (a) the gross internal area of a building situated on the relevant land; or
- (b) whether a building situated on the relevant land is in lawful use, the collecting authority may deem the gross internal area of the building to be zero.

(10) For the purposes of this regulation a building is in use if a part of that building has been in use for a continuous period of at least six months within the period of 12 months ending on the day planning permission first permits the chargeable development.

(11) In this regulation “building” does not include –

- (a) a building into which people would not normally go:

- (b) a building into which people go only intermittently for the purpose of maintaining or inspecting machinery; or
(c) a building for which planning permission was granted for a limited period.

(12) In this regulation “new build” means that part of the chargeable development which will comprise new buildings and enlargements to existing buildings.

Draft Instalments Policy

In accordance with Regulation 69B of the Community Infrastructure Levy (amendment) Regulations 2011, the Council is proposing to allow payments of CIL by instalments according to the total² amount of the liability as follows:

Amount of CIL Liability	Number of Instalments	Payment Periods and Amount
Any amount less than £100,000	No instalments	<ul style="list-style-type: none"> Total amount payable within the 60 days of commencement of development
Amounts from £100,000 to £250,000	Two instalments	<ul style="list-style-type: none"> £100,000 payable within 60 days of commencement of development Balance payable within 120 days of commencement of development
Amounts from £250,000 to £500,000	Three instalments	<ul style="list-style-type: none"> £100,000 payable within 60 days of commencement of development Balance payable in a further two instalments of equal amount within 120 and 180 days of commencement of development
Any amount greater than £500,000	Four instalments	<ul style="list-style-type: none"> £100,000 payable within 60 days of commencement of development Balance payable in a further three instalments of equal amount within 120, 180 and 240 days of commencement of development

Draft Regulation 123 List

The following table comprises Harrow Council’s Draft Regulation 123 List. It includes the strategic infrastructure that the Council currently considers it is likely to apply CIL revenues to. However, it is important to note that Harrow is not due to implement CIL until mid 2013, and therefore the contents of the Regulation 123 List may change depending upon the following:

Changes to local or national funding stream that may occur prior to the CIL implementation date; and

The requirements of the regulations governing the level of the “meaningful proportion” of CIL that is to be passed to local communities.

Infrastructure currently considered likely to benefit from the application of CIL funding	
Education	Early years, primary and secondary schools

² The total amount of CIL is the amount shown on the Liability Notice and may include components for London Borough of Harrow and the Mayor of London

Health Services	GPs, acute healthcare
Social Care	Supported accommodation
Emergency Services	Police, Ambulance and Fire Services
Culture and Community facilities	Libraries and community halls
Open Space	Parks, natural green space, amenity space and green corridors and green grid
Biodiversity	
Recreation and Leisure	Play space, sports and leisure centres, swimming pools and playing pitches
Cemeteries and Burial Space	
Transport	Roads, buses, cycling, rail and underground)
Flood mitigation	

A final version of the Regulation 123 List, which will take account of any issues mentioned above, will be published on the Council's website immediately prior to the CIL implementation date.

Consultation

Public consultation on the Draft Charging Schedule will take place from **X November to X December 2012**. The purpose of this consultation is to invite further comments on the proposed CIL rates for the different planning uses having regard to Council's response to representations made to the Preliminary Draft Charging Schedule and also to the appropriate available evidence which includes:

- The adopted Local Development Framework Core Strategy, February 2012
- The revised Infrastructure Assessment and Delivery Plan, June 2012
- The CIL Infrastructure Report, July 2012
- The CIL Viability Study, July 2012

These supporting documents are available to view on the Council's website and at all libraries and the Civic Centre throughout the consultation period.

All comments should be received in writing by **5pm on X December 2012**.

Following the close of consultation, all comments received will be submitted, alongside the proposed charging schedule for independent examination in public (EIP), programmed for early 2013.

For further information on the proposed Harrow CIL Charging Schedule, and to submit comments on the document please visit the Council's website at www.harrow.gov.uk/ldf

Alternatively, comments can be submitted via e-mail to ldf@harrow.gov.uk or by post to LDF Team, Civic 1, 3rd Floor East Wing, Civic Centre, Station Road, Harrow HA1 2UY. For any queries please call 020 8736 6082.

Please note that comments cannot be treated as confidential. They will be made available as public documents.

HARROW YOUTH OFFENDING PARTNERSHIP

YOUTH JUSTICE PLAN 2012-13

September 2012

APPENDIX IV

HARROW YOUTH OFFENDING PARTNERSHIP

YOUTH JUSTICE PLAN 2012-13

Summary

Since 2000 there has been a requirement in the Crime and Disorder Act 1998 for Youth Offending Teams (YOTS) and their partnerships to produce a Youth Justice Plan setting out how YOT's will be resourced in a local area and the services which will be available in relation to the statutory primary aim of YOTs to prevent youth offending in the area.

The YOT Management Board is a multi-agency partnership accountable to the partnership through Safer Harrow. The membership of the board has recently been reviewed to ensure appropriately senior representation and it has been agreed that the YOT Management Board will now be chaired by the Divisional Director with lead responsibility for quality assurance to ensure robust challenge and scrutiny. The Management Board is responsible for the production and delivery of the Youth Justice Plan.

The strategic aims for the YOT are set out in the plan are:

- Integrated strategic planning and working with clear performance oversight to ensure effective delivery of youth justice services.
- Effective partnership arrangements between YOT statutory partners and other stakeholders to generate effective outcomes for children and young people who offend or are at risk of offending.
- Efficient deployment of resources to deliver effective youth justice services to prevent offending and re-offending by children and young people.

HM Inspectorate of Probation (HMIP) inspected Harrow's Youth Offending Services in November 2011 and subsequently published a report on 21st December 2011. The purpose of the inspection was to judge "how often the Public Protection and Safeguarding aspects of the work were done to a sufficiently high level of quality" (HMIP inspection report London Borough of Harrow 2011, p.3). The inspection took a representative sample of cases which were judged on how often Public Protection and Safeguarding aspects of work were done to a sufficiently high level of quality.

The inspection was split into three areas of Assessment and Sentence Planning, Delivery and Review of Interventions and Outcomes, each of which identified areas that needed improvement, including lack of permanent management in place, CAMHS input declining which impacted the provision of specialist input and delivery, to example a few. All of which then impacted the ability to assess whether there were successful outcomes for young people.

The Inspectors judged that:-

“the Safeguarding aspects of the work were done well enough 45% of the time. With the Public Protection aspects, work to keep to a minimum, individual’s *Risk of Harm to others* was done well enough 43% of the time, and the work to make each individual less likely to re-offend was done well enough 53% of the time.”

The results were a disappointing set of findings which identified significant short comings in management oversight and staff changes which had impacted the quality of work to manage risk of harm to others and to address safeguarding needs.

Some of these area’s have already been addressed; the recruitment of a permanent YOT manager, work on identifying a skilled workforce and any gaps alongside a new operating model as part of the wider Children’s Services restructure. This should secure closer integration with services for vulnerable children and young people.

Since the beginning of 2012, a time limited Improvement Board has been in place to oversee the implementation of the YOT improvement plan. This board reports to the YOT Management Board and is chaired by the Divisional Director, Targeted Services. The improvement board is responsible for the delivery and implementation of the YOT improvement plan -post inspection, including driving up of national standards and improvement of quality and specific areas identified within the inspection. The improvement plan has recently been reviewed to ensure that there is a relentless focus on both performance outputs but more importantly on the quality of intervention and support to young people.

This plan is set out as follows:

- Structures and Governance
- Partnership arrangements
- Resourcing and Value for money
- Risks to Future Delivery
- Performance
- Key Challenges and Achievements
- Priorities for 2012-2013

1. Structures and Governance

Outcome: Integrated strategic planning and working with clear performance oversight to ensure effective delivery of youth justice services.

Safer Harrow is considered the local Crime and Disorder Reduction Partnership which is jointly chaired by the Borough Commander and chief executive. This partnership takes a strategic approach to Crime and Disorder issues within Harrow. Membership of Safer Harrow consists of the following statutory partners:

- Probation Service
- Police
- Courts
- Local Authority Children's Services
- Community Safety / Crime Reduction
- Health

The YOT Management Board meets quarterly and is chaired by a Divisional Director within Children's Services. All statutory partners are represented at a senior level, including specialist services such as victim support / parenting. The YOT management group includes overseeing the development and implementation of the Youth Justice Plan; considering resource and workload issues; performance data reporting; approving policies and protocols; the group also incorporates public protection and safeguarding issues are addressed at each meeting.

Following the recent Inspection of Harrow YOT, a "time limited" Improvement Board has been created to oversee the implementation of the YOT improvement plan. This board sits underneath the YOT Management Board which is chaired by the Divisional Director with lead responsibility for quality assurance. Responsibility of this board consists of the delivery and implementation of the YOT improvement plan – post inspection, including driving up of national standards and improvement of quality and specific areas identified within the inspection.

A new operating model within Harrow Children's Services has placed Harrow YOT within targeted services sitting alongside other specialist services such as Children Looked After. This also involved moving to a new building in an open plan shared office. This provides the YOT with a management structure that is both leaner and more cost effective, as well as providing an increased level of support for both staff and young people.

The positioning of the YOT, with governance and accountability through Safer Harrow and line management within Children's Services enables the YOT to meet its dual strategic functions relating to both justice and welfare.

2. Partnership Arrangements

Outcome: Effective partnership arrangements are in place between YOT statutory partners and other local partners that have a stake in delivering local youth justice services, and these arrangements generate effective outcomes for children and young people who offend or are at risk of offending.

The YOT partnership ensures that the YOT are strongly linked to other planning frameworks. As stated earlier – the YOT management board reports to Safer Harrow and feeds into the development of strategic approach of Crime and Disorder

In achieving the Commissioner's vision of Total Policing with efficiency savings, the Metropolitan Police is examining all areas of business to look at how things can be done better, smarter and deliver real crime reduction. As part of this vision, Harrow Borough is examining its youth engagement strategy for both enforcement and intervention work. We recognise the complexity of youth crime and the multi faceted reasons why young people commit crime and that often there are complicated and complex social, family, education and health issues which all play a significant part. In addition, Harrow Borough recognises the emerging

existence of a gangster culture among some of its youth and the correlation of gang culture and levels of violence. This is a challenge to both local policing and the local authority is problem solving in a truly multi agency way to identify those at most risk, engage and divert away from crime.

Core to the Harrow Police strategy is the joint working within the Harrow YOT's Team. This relationship is continuously seen as crucial in our joint efforts to reduce crime. Resource levels are currently being reviewed throughout Harrow police and as part of this process, Harrow police and YOT will be identifying appropriate and suitable staffing arrangements to the YOT. Harrow YOT management have a dedicated representative at Early Intervention Panel, Joint Area Tasking and Co ordination Group, alongside this a senior practitioner will attend every Looked After Child, Child Protection and safeguarding meetings amongst other local meetings – including those held at local youth centres.

Communication with courts is had through Court User Group meetings, and North West London Youth Panel Meetings where YOT manager and senior practitioner attend, Legal Advisors also attend YOT Management Board.

The Triage and prevention operations such as PVE and mentoring sit outside of the YOT within the Early Intervention Service. The YISP was placed within the Early Intervention Service to make best use of the early years focused staff and subsequently proved very successful. The approach has continued to be successful in reducing first time entrants and in particular the very low re-offending rate of young people subject to Triage. The YOT and EIS are closely linked with shared education and careers staff, prioritising of young offenders in the troubled families strategy as well as being co-located.

One of the strengths of the New Operating Model is that there will be a centralised commissioning function across the whole of Children's Services, and through this the YOT will be able to call upon a wide range of voluntary sector agencies for work with parents and families. Existing contracts include HOPE (a local parenting support network), Victim Support and Oasis (Counseling support).

Stronger links with Probation are also in the process of being established, which involves utilising YOT probation officer for specialised work such as taking lead on MAPPA, transfer of young people from YOT to Probation, and being a key role in the Integrated Offender Management scheme.

A revised and updated information sharing agreement will ensure that the YOT is able to take full advantage of the additional information resources available locally. This will be managed through the Multi Agency Safeguarding Hub (MASH) a multi agency, multi disciplinary access team, through which all referrals and requests will be funneled along with court.

Constructive, positive activities for young people will be provided by a range of agencies, overseen by the commissioning team, and accessible to the YOT.

Some effective partnerships are in place between YOT statutory partners and other local partners that have a stake in delivering local youth justice services; some are being strengthened and reviewed – this includes working agreements between teams such as Children in Need and YOT; and these arrangements generate effective outcomes for children and young people who offend or are at risk of offending in recognition of our high percentage of LAC population that offends.

3. Resourcing and Value for Money

Outcome: Efficient deployment of resources to deliver effective youth justice services to prevent offending and reoffending.

In all previous years Harrow Youth Offending Team has been resourced by contributions from statutory partners, the Youth Justice Board and some additional grant funding. National financial pressures have resulted in the reduction of Youth Justice Board funding by 13% from 2011/12 to 2012/13. In 2012/13 the Local Authority stepped in to cover the shortfall to prevent a further budget reduction.

In previous years, statutory partners have also been contributing through in kind deployment or secondment of key personnel. At present there is no expectation that statutory agencies will reduce the secondment of staff into the YOT, and we are grateful to them for continuing to prioritise this work.

In addition to these seconded staff, the YOT has been able to call upon the expertise of a range of skilled professionals, most of who are directly employed by the Local Authority as detailed in Table 2. Other key skills are commissioned from the voluntary sector as recommended by the Youth Justice Board. However third sector agencies who are commissioned to provide services directly to the YOT mainly substance misuse, parenting, Victim work and counseling have all been commissioned for the coming year. A review of service commissioning is being carried out at this moment, and decisions around funding for the year 2013-14 will be made as a part of this review as well as taking into consideration whether they are fit for purpose services being delivered.

During 2011-12 a new operating model was introduced for Children's Services in Harrow which will create a single front door for access to all services, and also realign services to improve outcomes for children and families. Harrow YOT has been at the forefront of these developments and welcomes the changes.

Some support services previously based within the YOT are now based across children's services encouraging a more holistic approach to children and their families from the YOT case managers and encouraging referrals for younger siblings for example with a view to prevent future offending.

In 2011-2012 Harrow had an offence rate per 1000 young people of 17, compared with 19 in 2010/11. This compares to the England average offence rate of 25 and the 'YOT family' average of 21.

The following tables set out the current budget for 2012-13 as compared to 2011-12, and the staffing resources as at 30.06.12.

Table 1 Financial Resources

Funding Stream	Type	2011-12 Total (cash and in kind)	2011-12 % of total budget	2012-13 Cash	2012-13 in kind	2012-13 Total	2012- 13 % of total YOT budget	Percentage Change/ Increase/Dec rease
Youth Justice Board	Total grant (All previous ring fenced grants now combined in Youth Justice Grant)	351,589	25.6%	307,282	0	307,282	23.1%	-13%
Probation	Statutory support	50,000	3.8%	0	50,000	50,000	3.8%	0%
Police	Statutory support	66,231	5.0%	22,000	44,231	66,231	5.0%	0%
Health	Statutory support	10,000	0.8%	10,000	0	10,000	0.8%	0%
	CAHMS	0	0	0	10,000	10,000	0.8%	-
	Sexual Health	0	0	0	0	0	0%	-
	Unitas	4,000	0.3%	4,000	0	4,000	0.3%	0%
Drug Action Team	Grant	20,000	1.5%	0	20,000	20,000	1.5%	0%
Local Authority	Main Budget	446,338	33.6%	483,538	0	483,538	36.3%	8%
Local Authority	Support Services cost	380,115	28.6%	380,115	0	380,115	28.6%	0%
Total		1,328,273	100%	1,206,935	124,231	1,331,166	100%	0%

Table 2 - Human Resources (as at 30 June 2012)

Post Title	No of posts	No filled	Source/Employer	Hours	Ethnicity	Gender
YOT Manager	1	1	Local Authority	F/T	A	F
YOT Snr Practitioner	1	2	Local Authority	F/T	A	M
	1		Locum		W	F
Case worker	3	2	Local Authority	F/T	W	F
		1 Vacant		F/T	W	F
		4	Locum X 4	F/T	B	M
				F/T	B	F
				F/T	B	F
				F/T	W	M
Probation officer	1	1	Probation	F/T	W	M
ISSP Co-ordinator	1	1	Local Authority	F/T	B	F
Referral panel co-ordinator	1	1	Local Authority	F/T	W	F
Victim support	1	1	Voluntary Sector - commissioned	0.5	W	F
Parenting	1	1	Voluntary sector - commissioned	0.5	W	F
Reparation worker	1	1	Local Authority	1	W	M
	0.5 post	vacant		0.5		
Housing worker	1	1	Local Authority	0.6	W	M
Police officer	1	1	Police	P/T	W	M
Substance misuse worker	1	1	Voluntary Sector – commissioned	P/T	W	F
Counsellor	1	1	Self employed	0.3 sessions	B	F
Performance officer	1	1	Local Authority	F/T	A	F
Admin support	3	2	Local Authority	1	W	F
		1 as and when contract		0.5	W	F
				0.5	A	F
TOTAL	20.5	23				

In 2011-12 Harrow underwent a restructure of its children's services which saw the transfer of staff previously placed in the YOT (mentoring, PVE and Education) over into the Early Intervention Service. The New Operating model provides far greater opportunities for more joined up working across the service, and ensuring more robust exit strategies for young people coming towards the end of their order, where on going needs have been identified. Over the course of 2012-13 YOT manager will work closely with EIS managers to ensure proposed working arrangements under the new operating model prove to be effective and young people receive a seamless intervention from across the service.

In addition to paid employees, the YOT is fortunate in being able to call on over 50 volunteers and sessional staff. These individuals make a substantial contribution to the work of the YOT through a range of activities including:

- Supervision of young people on ISS orders during evenings and at weekends
- Membership of community panels for referral orders
- Appropriate adult work in police stations and elsewhere

4. Risks to future delivery

Outcome: The YOT has the capacity and capability to deliver effective youth justice services

Resources

There was a further reduction in the YJB grant while in the year moving forward the Local authority has put in place additional funding to address the issues highlighted in the inspection report and subsequent improvement plan, continued pressure placed on the wider funding streams from central government mean that this is not a permanent increase in contribution, and will be reviewed once the improvement plan is considered to be successfully completed.

Capacity

The total number of offences by young people in Harrow was 410 in 2010-11 and 356 in 2011-12. The total offending population was 162 in 2010-11 and 164 in 2011-12. During the last 2 years there has been a decrease in the number of first time entrants (FTE) to the criminal justice system in Harrow. There were 127 FTE from Jan – Dec 2011 compared with 154 in the prior year. Some of this can be associated with the success of the early intervention work in the borough and a very effective Triage at point of arrest. This scheme applies to all young people arrested for the first time for a non-violent offence, and leads to a 3-month intervention programme under bail. Successful completion of the programme leads to the bail being concluded as no further action.

In 2009-2010, re-offending figure was 170, which significantly increased in 2010-2011 to 269 and then dropped to 259 in 2011-2012. There has also been a reflected pattern in custodial sentences. In 2009-2010 the rate per disposal was 10 out of 373 (2.68%), which increased in 2010-2011 to 17 out of 269 (6.09%), and then 2011-2012 a decrease to 15 out of 257 (5.84%).

Management

A new management team is in place consisting of one team manager and one senior practitioner. An additional senior practitioner post has also been created to support implement the YOT improvement plan, and drive up the level of management oversight, which was identified as an area for improvement in the inspection report. In addition the current structure of the YOT being a fit for purpose service is being considered.

Partners

The members of the Harrow Youth Justice partnership have all experienced reductions in resources in recent years. It is inevitable that this will impact on what is available locally to YOT clients.

The Harrow Magistrates Court closed in June 2011, and the Youth Court has been transferred to Brent Court now defined as Willesden Court. This has created opportunities for Harrow YOT to forge greater working relationships with our partner YOT's (Brent and Barnet) with whom we now share this court. The impact of being in a court based further away means staff spend more time travelling which means time away from face to face contact. In addition to this the Crown Prosecution Service (CPS) have now gone digital, meaning all papers are electronic, This has had an impact on YOT services receiving CPS papers in enough time to complete court reports, and has been raised as a "teething" issue at Court User Group meetings by those sharing the court. The closure of the court has impacted those existing familiar relationships with magistrates and court staff; which often can make complex court processes a lot smoother. However YOT staff are now beginning to build new relationships with staff and neighboring YOTs which has provided the opportunity to revisit existing practice and policies and build and improve on court processes.

Changes to Harrow Demography

The ethnicity profile of Harrow's school pupils reflects the general diversity changes within Harrow's population. Indian and White British pupils continue to be the largest ethnic groups in Harrow's schools as at January 2011. However, there has been a significant decrease in White British pupils from 28% in 2006 to 19% in 2011, and an increase in pupils from other Asian backgrounds from 13.1% in 2006 to 19.5%, followed by an increase in the other White backgrounds group from 4.2% in 2006 to 7.3% in 2011. The chart below shows the percentage of pupils in each ethnic group in Harrow schools as at January 2011.

Less than half the children at Harrow schools speak English as a first language (44.87%) as at January 2011. However English along with Gujarati, Tamil and Somali continue to be the main languages spoken. In line with the changing ethnic groups Middle Eastern and Eastern European languages (particularly Romanian) are increasing yearly.

These actual changes put pressure on both universal and targeted services across the Borough at a time when financial and other resources are significantly diminished. In addition to this it has an impact on the number of additional resources needed for young people in the youth justice system, in particular interpreting services.

5. Performance 2011-12

Over the last few years Harrow has changed rapidly as detailed above, and these changes have had both positive and negative impacts on the performance of the partnership and the Youth Offending Team.

YOT performance is measured via a set of outcome indicators which are reported to the Youth Justice Board. The most recent comparative data is shown in the table below:

Indicators*	Harrow	London	YOT comparison group	England
First time offenders rate per 100,000 of 10-17 population				
Jan 11 - Dec 11 (latest available data)	597	891	590	749
Apr 10 - Mar 11	632	1017	720	876
Use of custody rate per 1,000 of 10 -17 population				
Apr 11 - Mar 12 (latest period)	0.71	1.77	0.87	0.80
Apr 10 - Mar 11	0.80	1.57	0.81	0.90
Reoffending rates after 12 months				
frequency rate - Jul 09 - Jun 10 cohort (latest available data)	0.90	0.98	0.81	0.96
frequency rate - Apr 09 - Mar 10 cohort	1.04	0.95	0.81	0.92

*note that due to validation and checking against police records some data becomes available significantly in arrears

Harrow's YOT continues to have comparatively good results on these indicators but faces challenges to reduce reoffending and use of custody, which have both increased in recent years. As detailed above, an improvement plan is in place to address the performance issues identified in the Core Case inspection, with a focus on the quality and timeliness of work.

In April 2011- March 2012 the youth crime prevention triage team received 82 Referrals, 4 agreed triage but later disengaged, and 8 refused intervention. From the 70 worked with there was success rate of 100% in rate of no re-offending in this period.

Other measures of performance have been variable over the period. Rates of Young Offenders in Education Training and Employment (ETE) have dropped from 76.2% in 2009-10 to 67.7% in 2011-12. Housing, referrals for substance misuse and mental health support have remained static at a reasonably high level. Victim engagement continues to meet the targets of engagement and satisfaction.

Harrow YOT has now joined with corporate performance to develop monthly monitoring on data which will form a substantial role in the YOT management boards oversight of these figures.

6. Key Challenges and Achievements

Key achievements in the last year have included:

- Reduction in use of custody
- Reduction in re-offending rates
- Sustaining the lower rate of FTE
- Improved management oversight
- Robust policies and procedures

Key challenges in the last year have included:

- Core Case inspection report highlighting the need for very significant improvements in areas of safeguarding, victim awareness and effective management oversight,
- Transition to the new operating model
- Staff performance issues currently ongoing requiring high levels of Human Resources input and support
- Changes in senior management team directly responsible for YOT

Harrow YOT's aim for 2012-13 will be to implement the actions outlined in the YOT improvement plan and ensure safe practice by practitioners, effective oversight by managers and the best possible outcomes for children and young people.

Staff need to be supported, managed effectively and developed in their roles which is critical to any improvement that should take place. This includes regular supervision which offers robust management oversight and identifies training and development needs as well as completing Appraisals; regular team meetings which will assist in the team working together to drive up standards of improvement and be accountable as a team for any future inspections. In addition to this opportunities are created for staff to be reflective in their practice and be open to challenges and share good practice by way of group supervision and peer support.

Structured allocations meetings immediately after court will ensure staff are clear on who has which case and offers the opportunity for staff to discuss as a multi disciplinary team a potential plan of action for the young person, as well as sharing any previous knowledge.

Report templates created to ensure consistency, and encourage staff to ask the "right" questions as part of the assessment process in order to elicit as much information as possible, and all staff to attend safeguarding training and attend training on risk management and analysis of information.

There is a considerable amount of work and resources needed to improve standards within the youth offending team – however through regular monitoring through improvement and management boards, the resources can be targeted to the right areas.

Summary of our priorities for 2012/13:

1. Improve safeguarding and quality assurance systems, including quality assessments, plans and interventions.
2. Drive up compliance with National Standards
3. Deliver strong performance
4. Manage poor performance through processes and procedures
5. Work in a more integrated under the New Operating Model to ensure young people's needs are met
5. Build workforce skills
6. Monthly data reporting into YOT management board

LONDON BOROUGH OF HARROW

COUNCIL

8 NOVEMBER 2012

QUESTIONS WITH NOTICE (ITEM 14)

Fifteen minutes will be allowed for Members of the Council to ask a Portfolio Holder a question on any matter in relation to which the Executive has powers or duties.

1.

Questioner: Councillor Stanley Sheinwald

Asked of: Councillor Margaret Davine (Portfolio Holder for Adult Social Care, Health and Wellbeing)

[Answered by Councillor Sachin Shah (Portfolio Holder for Finance)]

Question: “Can Cllr Davine explain why the Council is cutting the number of journeys for taxi card holders who as the most vulnerable people in the borough will probably be made prisoners in their own homes by this decision and would benefit greatly if it could be rescinded?”

Answer: I, like you, think it is outrageous the Mayor of London has cut the grant for this scheme. The Mayor’s decision to reduce the subsidy is wrong and I will campaign against it.

However, once the subsidy was cut, Harrow had little choice but to pass on the reduction. So instead of making a pure cut to the scheme, we went back to first principles. We looked at the purpose of the scheme, which was to provide subsidised door-to-door transport for people who have serious mobility impairment and difficulty in using public transport. We then worked with the Voluntary Sector and other representative stakeholders to come up with a scheme that fairly distributes the reduced allocation of money.

Following this consultation, Cabinet adopted the following changes to the Taxicard policy;

1. Applicants with an Age related/Disabled Freedom Pass or a Blue Badge or both, will be entitled to a Taxicard with a maximum allocation of 52 trips annually.
2. Applicants who do not hold a Freedom Pass or Blue

Badge will be entitled to a Taxicard with a maximum allocation of 104 trips annually.

3. Applicants who hold a Discretionary Freedom Pass will not be entitled to a Taxicard.

Those policies allow us to fairly distribute a smaller pot of money in a way that holds up to the purpose of the scheme when it was introduced.

Supplemental Question: How many Taxicards are there in the Borough?

How much does each one cost the council and how much money is being saved by cutting the journeys?

Supplemental Answer: I do not have any of those figures with me now but I will write to you.

Answers provided after the meeting as follows:

How many Taxicards are there in the Borough?

There are currently 4,970 scheme members

How much does each one cost the council?

If all taxicard users used their full entitlement and the average cost per trip stayed the same as now (6.31) the cost to Harrow would be £1,630,756.00. However on average there are 15.3 trips per scheme member, costing Harrow around £480,000.

How much money is being saved by cutting the journeys?

The expenditure had fallen from £700k to just under £500k over the last two years.

2.

Questioner: Councillor Susan Hall

Asked of: Councillor Thaya Idaikkadar (Leader of the Council and Portfolio Holder for Property and Major Contracts)

Question: “Your predecessor claims Harrow is a Council which ‘listens’; do you believe this to be case?”

Answer: I am Portfolio Holder for Property and Major Contracts. My predecessor is a Portfolio Holder for Property from the opposition. So why are they asking me? Why aren't they asking themselves?

But anyway, I will still answer you.

Yes I do believe it. We as an Administration, and as a Council, agreed our Corporate Priorities at Council in 2011 following extensive consultation through Let's Talk, our street based engagement approach. One of these priorities was to be a Council that listens and leads and there are many examples of us doing this well, from the consultation on Fairer Charging in Adults, changes in Children's Centres and our parks, open spaces and leisure and cultural facilities in the borough.

I remind you that when this Administration came into power the net result, through our Involvement Tracker for residents who felt that the Council took account of residents' views when making decisions, was -5%. This meant that more people felt that the Council did not take account of residents' views than felt that it did. Under this Administration with a our clear policy steer that we became a listening Council, we have achieved positive scores in each of the three Involvement Trackers which have taken place and the last one in May 2012 was +13%. My view is that we should build from this success.

Supplemental Question: You have still got people asking you questions about Whitchurch. You ignore the consultation response on the running of the libraries because you did not like the answer. Every month residents ask questions at Cabinet about mental health services because they are not happy.

So, on these issues, do you think you have listened at all?

Supplemental Answer: Whitchurch had the biggest consultation ever happened in the borough. It has over 3,000 people responded to it This is all in the Cabinet papers. You say that it was not consulted properly. Do you know that in your experience, the Council does consultations sometimes, send 25,000 copies and get 5 back?

We are extensively listening to people and consulting. I do not see anything wrong with that.

3.

Questioner: Councillor Susan Hall

Asked of: Councillor Thaya Idaikkadar (Leader of the Council and Portfolio Holder for Property and Major Contracts)

Question: "What innovative policies do you hope will become the cornerstone initiatives of your administration?"

Answer: The first two years of this administration have successfully steered us through one of the most challenging financial environments the public sector has ever seen.

This Administration has laid out its vision 'Working Together, Our Harrow, Our Community' and has laid out its top four

priorities.

We are also proud that in the face of the cuts that we are being forced to make, we have saved money and been highly innovative at the same time. For this we were recognised as the Best Achieving Council in 2011.

There are too many examples to go though but our innovative work on the MyHarrow account won us a further MJ Award for Transformation through IT in 2012. We are national leaders on reablement. Our success of Let's Talk I have previously mentioned. The Help 2 Let scheme is pioneering.

There are a number of things I am passionate about and want to see this council achieve. Some of my initial priorities will be in the following areas:

- We must continue to manage the difficult financial challenges to the standard of the past two years – finding innovative solutions to Coalition cuts.
- Secondly, that we do what we can to look after those most in need and most affected by the Coalition's shocking welfare reforms.
- I want to see us grow our housing stock and provide a roof over the head for those people most in need.
- We have to find enough school places for our growing population.
- We need to become a more commercial Council, one that is better at procuring our goods and services

We are in the midst of our budget planning process and I look forward to bringing forward proposals when we bring our budget and corporate plan next year.

Supplemental Question: Obviously you have just gone through the leadership campaign and we congratulate you for that and you were against some very good other people. So you must have had something that you sold to the others in your leadership campaign and recently you have been interviewed and you said that you would be prepared to think outside the box.

So what has come from your thoughts, thinking outside the box, to quote yourself, that you obviously convinced all your colleagues that that would be something that you would put in that would stand you above all of the others and therefore, that is why you were the ideal choice as Leader?

Supplemental Answer: Look at what happens with waste disposal. Instead of giving £1 million to take our waste away, we are now getting £1 million

from somebody coming and taking our waste away. It is thinking outside the box.

I have given an extra brief to Councillor Ferry to bring in extra income to the borough. Extra income streams, that is thinking outside the box.

One idea relates to safe deposit boxes. People are crying out for them. You will never know the figures until the officers do a research and find out how many people actually they need. How much it is going to cost. How you are going to do it. How such decisions you are going make. They are all outside the box. A number of things.

Within the 2½ years of our administration, we have delivered approximately 47 innovations.

4.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Thaya Idaikkadar (Leader of the Council and Portfolio Holder for Property and Major Contracts)

Question: “What experience gained during your time as portfolio holder do you hope to bring to your role as Leader?”

Answer: Your experience is very different from my experience. I went to a village school that taught me a lot about life and how poor people live.

Additionally, contracts are cross cutting, giving me an insight across all departments, of their work.

Until 2011-2012, the financial year, I was a Member of almost every single Committee. That gave me an experience of many fields.

In my personal life I am an accountant. That gives me an overview of what is happening to businesses in this country, how the small traders are suffering, in corner shops, hairdressers and pharmacists.

I have been working with many different communities all my life. That gives me new experience which fundamentally makes me understand how human beings think and act, how they manage in their life when you have cut, after cut, after cut, from this Government and how they learn new ways to survive, never mind living.

Supplemental Question: Putting aside these very personal remarks you have made, and also to focus in on the point of the question, in fact, I asked you about your experience when you were a Portfolio Holder, not

about your education or anything like that. Your experience as a Portfolio Holder.

So let us return to that. I previously asked about when you were a Portfolio Holder for Major Projects and Contracts and you blamed missing the opportunity to tender for a new highways contract on the fact that you were new in your job. Are you not also concerned now at making the same sort of errors in your new role as Leader, since you are new to that and things might come up that you do not read, do not look at, do not consider and Harrow loses as a result?

Supplemental Answer: It is a new role but I have wide experience in my role as a Portfolio Holder. You criticise me for one contract on highways being one year late. Why did you not renew it? I took my time and saved £700,000 a year on the highway contract and about £7-8 million on capital. Only by taking more time and renegotiating it.

The latest contract is going through. That again is another saving of £500-600-700,000.

Look at housing. We took our time. There is about 20% improvements on repairs and maintenance. It goes on and on.

All my experience is benefiting the Council in millions.

GUILLOTINE REACHED (the following answers were circulated after the Council meeting, by written response, at the request of the Mayor).

5.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Thaya Idaikkadar (Leader of the Council and Portfolio Holder for Property and Major Contracts)

Question: "You said you were committed to providing the 'highest quality services and value for money' for residents; can you confirm which services you intend to prioritise and which you feel could deliver better value for money?"

Written Answer: The Council is in the process of looking at its budget for the next two to four years, and key to this is understanding our cost base and where there is scope for further efficiencies.

The Council is committed to delivering services which offer local taxpayers value for money, and we have set this out clearly in our Corporate Plan. The London Authorities Performance Solution, which is an independent benchmarking system ran by London Councils, indicates that on the whole the Council is low cost and high performing.

So in answer to your question, I believe that the vast majority of our services are providing excellent value for money.

We are in the middle of our budget planning process and I look forward to bringing forward our budget proposals next year.

For the first time of any Administration at Harrow we have started to articulate the 'core outcomes' that we will prioritise for our residents. Not vague priorities but hard outcomes. We will use these outcomes to guide how we make savings and any areas we are able to invest and how we meet the financial challenges ahead.

6.

Questioner: Councillor Susan Hall

Asked of: Councillor Mitzi Green (Portfolio Holder for Children, Schools and Families)

Question: "Given you were portfolio holder for Children's Services when both the OFSTED and YOT inspections were carried out, what lessons have you learned personally from their highly critical conclusions?"

Written Answer: Firstly I must address the premise of your question. OFSTED and YOT were both entirely different inspections with entirely different results.

It is therefore important to state that we did not fail our Ofsted as she infers but achieved a grade of adequate which we are not complacent about and have instituted an improvement plan.

But she asks what I have learned personally.

I have learned that it takes more than 2 years to improve a Children's Services department which when we inherited it was in a parlous state being £2m overspent.

As a result unlike the previous administration I have learned never to be complacent about Children's Services

I have learned that it takes more than 2 years for the necessary root and branch review and the following implementation of the NOM to bear fruit.

I have learned that without such improvements we could well have failed our Ofsted.

I have learned how to work with officers to protect children's services in the face of draconian government cuts. We have had to make over 6 million pounds worth of savings as a result of such cuts.

I have learned to concentrate on the hard work we have to do and not use children's services as a political football.

I have learned that we achieve more working together.

Most importantly I have learned that children should be at the heart of everything we do and will continue to work hard to achieve the best children's services possible for children and families in Harrow.

7.

Questioner: Councillor Susan Hall

Asked of: Councillor Thaya Idaikkadar (Leader of the Council and Portfolio Holder for Property and Major Contracts)

Question: "As part of focussing your administration, do you have plans to introduce or abolish any flagship/priority actions?"

Written Answer: We are reviewing Quarter 2 performance of the Council at the moment, where we will look at how we are delivering against our Priority Actions.

These were agreed by Cabinet and Council in February as part of our Corporate Plan and I am committed to these as things we, as a Council, want to deliver this financial year. This Administration to date has not 'abolished' any Priority Actions in year, and I have no intention to do this as Leader. In planning for next year, we will of course consider how we set out our key priority delivery areas for 2013/14, and these will come forward through the Corporate Plan in February Cabinet, and then through Council.

8.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Thaya Idaikkadar (Leader of the Council and Portfolio Holder for Property and Major Contract)

Question: "Can you provide the rationale behind your Cabinet selection and explain the main challenges you believe they face in their departments?"

Written Answer: There are no changes to the Cabinet as such there is no need for a response.