

Overview and Scrutiny Committee

AGENDA

DATE: Tuesday 16 September 2014

TIME: 7.30 pm

VENUE: Committee Rooms 1&2
Harrow Civic Centre

MEMBERSHIP (Quorum 4)

Chairman: Councillor Jerry Miles

Councillors:

Ghazanfar Ali	Richard Almond
Jeff Anderson	Kam Chana
Michael Borio	Chris Mote
Varsha Parmar	Paul Osborn (VC)
Kiran Ramchandani	
Sachin Shah	

Representatives of Voluntary Aided Sector: Mrs J Rammelt/Reverend P Reece

Representatives of Parent Governors: Mrs A Khan/1 Vacancy

(Note: Where there is a matter relating to the Council's education functions, the "church" and parent governor representatives have attendance, speaking and voting rights. They are entitled to speak but not vote on any other matter.)

Representative of Harrow Youth Parliament

Reserve Members:

- | | |
|--------------------------|----------------------------|
| 1. Ms Pamela Fitzpatrick | 1. Susan Hall |
| 2. Adam Swersky | 2. Barry Macleod-Cullinane |
| 3. Phillip O'Dell | 3. Lynda Seymour |
| 4. Antonio Weiss | 4. Stephen Wright |
| 5. Jo Dooley | |

Contact: Alison Atherton, Senior Professional - Democratic Services
Tel: 020 8424 1266 E-mail: alison.atherton@harrow.gov.uk

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. DECLARATIONS OF INTEREST

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee;
- (b) all other Members present.

3. MINUTES (Pages 1 - 8)

That the minutes of the meeting held on 23 July 2014 be taken as read and signed as a correct record.

4. PUBLIC QUESTIONS *

To receive any public questions received in accordance with Committee Procedure Rule 17 (Part 4B of the Constitution).

Questions will be asked in the order notice of them was received and there be a time limit of 15 minutes.

[The deadline for receipt of public questions is 3.00 pm, Thursday 11 September. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

5. PETITIONS

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

6. REFERENCES FROM COUNCIL/CABINET

(if any).

7. COMMUNITY SAFETY PLAN 2014/15 - 2016/17 (Pages 9 - 28)

Report of the Corporate Director of Resources

8. HARROW YOUTH OFFENDING PARTNERSHIP YOUTH JUSTICE PLAN 2014-2015 (Pages 29 - 68)

Report of the Interim Corporate Director of Children and Families

9. HARROW PROGRESS TOWARD NATIONAL PROCUREMENT STRATEGY RECOMMENDATIONS (Pages 69 - 90)

Report of the Corporate Director of Resources

10. SCRUTINY WORK PROGRAMME (To Follow)

Report of the Divisional Director of Strategic Commissioning

11. MINUTES OF THE SCRUTINY SUB-COMMITTEES

For information

(a) Health and Social Care Scrutiny Sub-Committee (Pages 91 - 96)

(b) Performance and Finance Scrutiny Sub-Committee (Pages 97 - 102)

12. ANY OTHER BUSINESS

Which the Chairman has decided is urgent and cannot otherwise be dealt with.

AGENDA - PART II

Nil

*** DATA PROTECTION ACT NOTICE**

The Council will audio record item 4 (Public Questions) and will place the audio recording on the Council's website, which will be accessible to all.

[**Note:** The questions and answers will not be reproduced in the minutes.]

Deadline for questions	3.00 pm on Thursday 11 September 2014
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OVERVIEW AND SCRUTINY COMMITTEE MINUTES

23 JULY 2014

Chairman:	* Councillor Jerry Miles	
Councillors:	* Ghazanfar Ali * Richard Almond * Jeff Anderson * Michael Borio	* Barry Macleod-Cullinane (2) * Chris Mote * Kiran Ramchandani * Lynda Seymour (3)
Voting Co-opted:	(Voluntary Aided) † Mrs J Rammelt † Reverend P Reece	(Parent Governors) † Mrs A Khan
Non-voting Co-opted:	Harrow Youth Parliament Representative	
In attendance: (Councillors)	David Perry	Minute 12

- * Denotes Member present
- (2) and (3) Denote category of Reserve Members
- † Denotes apologies received

6. Attendance by Reserve Members

RESOLVED: To note the attendance of the following duly constituted Reserve Members:

Ordinary Member

Councillor Kam Chana
Councillor Paul Osborn

Reserve Member

Councillor Lynda Seymour
Councillor Barry Macleod-Cullinane

7. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 7 – Corporate Plan

Councillor Jeff Anderson declared a non-pecuniary interest in that he volunteered for MENCAP and a local authority appointed governor at Kingsley High School. He would remain in the room whilst the matter was considered and voted upon.

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that he had voted against the Localisation of Council Tax Benefits scheme and was a Neighbourhood Champion. He would remain in the room whilst the matter was considered and voted upon.

Councillor Chris Mote declared a non-pecuniary interest in that he was a Neighbourhood Champion. He would remain in the room whilst the matter was considered and voted upon.

Councillor Lynda Seymour declared a non-pecuniary interest in that she used to work with Children in need in Barnet and was formerly a Neighbourhood Champion. She would remain in the room whilst the matter was considered and voted upon.

8. Minutes

RESOLVED: That the minutes of the meeting held on 8 April 2014 and the Special Meeting on 17 June 2014 be taken as read and signed as correct records.

9. Public Questions & Petitions

RESOLVED: To note that no public questions or petitions were received at this meeting.

10. References from Council/Cabinet

The Committee received the following Reference from the Cabinet: Climate Change and Delivering Warmer Homes Strategy – Officer’s Response to Overview and Scrutiny Committee Queries.

RESOLVED: That the Reference from Cabinet be noted.

RECOMMENDED ITEMS

11. Corporate Plan

Members received a report of the Corporate Director of Resources which set out the Corporate Plan. The Plan detailed the Council's strategic direction, vision and priorities for the year ahead. It had been presented to Cabinet and would be presented to full Council the following day. The Leader was in attendance at the meeting.

Following a brief overview of the Plan by the Leader, Members made the following comments and asked the following questions:

- Which portfolio would the priority regarding families fall under? The Leader advised that this would come under the Portfolio Holder for Children, Schools and Young people.
- How would the introduction of on-the-spot fines for littering be enforced? The Leader advised that there was a due process to be followed with these and that a report would be submitted to Cabinet in September 2014 which would clarify the situation further.
- The foreword to the Plan was a highly politicised document and used very emotive language. Were the Leader and the Interim Head of Paid Service comfortable with this situation. The Leader stated that the statements made in the foreword were factually accurate and in the public domain.
- A Corporate document should use more neutral language and be less emotive. Was the Corporate Director of Resources comfortable with the tone of the document? The Leader stated that his intention had been to convey the seriousness of the nature of the current and future financial challenges facing the Council. He added that the Plan had been agreed with both Member and officer input and support and final sign-off by Council.
- Was the use of corporate resources to promote a party political viewpoint, as in the case of the Foreword, an appropriate use of public funds? The Leader responded that, in his view, this was an objective document, however, he had noted the Members' comments for the future.
- The foreword laid responsibility for the cuts in local government on the Conservative-led government. However, the former Chancellor of the Exchequer had stated in a television interview that whichever political party won the next general election would have been obliged to implement extensive savings and economies. The Leader stated that he had not seen the interview in question and could not therefore comment.

- How did the priority of supporting the 'most vulnerable' fit in with the administration's intention to reduce Council Tax benefits and was this in keeping with his Group's policies, particularly in view of the fact that other Labour-led authorities had chosen to absorb rather than pass on these costs to residents. The Leader advised that supporting the most vulnerable residents in the borough was a priority. However, the budgets for Children's Services and Adults' Service were very large and could not therefore be easily ring fenced. The Localised Council Tax Scheme had been proposed and implemented following extensive consultation and Council Tax benefits were being reviewed currently.
- Why were residents, who lived in the borough and paid council tax not being consulted regarding the possible re-instatement of the Chief Executive's post? The leader advised that five thousand council staff, many of whom were Harrow residents were being consulted. He added that, last year, residents had not been consulted regarding the deletion of the Chief Executive's post. Furthermore, it was not feasible to consult residents regarding every decision made by the Council.
- Why were the priorities regarding the vulnerable and families listed as separate priorities? Why were homelessness and poverty not linked together? An additional sum of £0.5M had been identified for the recruitment of social workers. What was being done to improve the recruitment and retention of social workers? The Leader stated that the priorities had been agreed on the basis of extensive consultation and on manifesto pledges. Children and the vulnerable and retention of social work staff had been identified as areas of challenge. The figures were not currently available regarding social work, which was an area of challenge. The performance indicators set out in the Plan showed the links between and the actions to be taken in relation to each priority.
- How would older, retired residents of the borough be supported? The Leader advised that Energy Switch auctions, a debt conference, information regarding saving on food bills and volunteering opportunities and other awareness raising measures were planned. He added that behind every pledge in the Plan there were a series of detailed business cases and measures in place, but, this level of detail had not been included in the Plan.
- Would the Administration be willing to meet with representatives from the Citizens' Advice Bureau (CAB) to discuss CAB's three-year finance plans? The Leader stated that his Group were committed to the Grants Programme, had always been supportive of Third Sector organisations and that both he and the relevant Portfolio Holder would welcome discussions with CAB.
- How would the new initiative of Community Champions differ from the Neighbourhood Champions initiative? The review of how the Council engaged with the Third Sector had been led by the Third Sector and would look at more effective working between it and the Council. The

introduction of Community Champions scheme was a means of building on the success of the Neighbourhood Champions scheme. It would provide additional opportunities to encourage and celebrate volunteering in the borough.

- What plans were there for tackling the issue of domestic violence and how wide-reaching were these? The Leader advised that a multi-agency approach between the Council, the Police, social services and health professions would be used and discussions would be taking place to formulate a detailed strategy. The Head of Policy advised that the strategy would be co-produced with representatives from the Third Sector and this would be presented to Cabinet for approval in September.
- Was a District Centre different from a Local Centre? The Leader stated that they were the same.
- What mechanism was there for engaging with and consulting groups such as the vulnerable and their carers and families? The Leader stated that community engagement and involvement was a key priority of his Administration and gave the examples of a representative from the Harrow Association of Disabled People being invited to be a co-opted adviser on the Council's Traffic and Road Safety Advisory Panel, which had responsibility for making strategic decisions with regard to traffic and transportation in the borough.
- How would the pledge of creating 500 new jobs and apprenticeships to support young people into work be achieved? The Leader advised that this would be achieved through building on existing links with businesses, the Excite programme, as well as other measures such as the introduction of questions regarding the anticipated social benefits of a particular contract as part of the tendering process. The 500 figure was a minimum target and had been set for the period 2014-18. The Member stated that the figures relating to the Excite project were misleading as it was not clear whether they were figures to date. The Corporate Director of Resources undertook to look into the figures and update Members after the meeting.
- How would residents affected by the changes as a result of the Care Act, which was due to be implemented in 2015, be supported? The Leader advised that discussions were taking place at a strategic, Member-led level for a smooth transition. The Corporate Director of Resources added that an assessment of the long-term implications of the Care Act was being carried out.
- Would full licensing of all homes in the private rented sector drive up costs for landlords and lead to a subsequent reduction in available properties? The Leader advised that this could not be predicted. Private landlords would be encouraged to sign up to a voluntary charter which would bring benefits and security for tenants, however, enforcement would pose challenges.

- Was the improved street and environmental cleanliness goal achievable? The Leader stated that the relevant Portfolio Holder was confident that this was achievable.
- How would the £1M set aside for domestic violence be spent? The Leader advised that this figure would be spent over a 4-year period on key targets, however, these targets may change over time and the Council would need to be flexible in order to respond to the changing needs of residents. The Leader stated that to date £200k of the £1M had been allocated and the remaining sum was yet to be allocated.
- How would the procurement process be improved to extract greater value for money from the Council's contracts? The Leader stated that this was an area of priority and the Council was working with the West London Alliance to achieve greater efficiencies.
- What lessons had been learnt from the mistakes made and problems arising from the Capita IT contract and the recent Libraries and Leisure contracts? Was the process for awarding contracts sufficiently robust and what savings could be achieved? The Leader advised that there had been a number of ongoing challenges with the IT contract which was being re-tendered. The Corporate Director of Resources advised that a number of measures such as a Category Management approach to all third party spend, working with the West London Alliance to secure greater efficiencies and a review of all major contracts with a view to re-negotiating prices and specifications, had been implemented. He added that there were no blanket figures designated for procurement savings, as these would be factored into Directorates' budgets instead.
- The Plan stated that resident engagement and involvement would be at the heart of how the Council delivered services and engaged with the community. How far would consultation results, for example, the ones relating to Pinner Park Farm, be used to inform policy decisions? For example, if 51% of consultees were in favour of a particular scheme, would that scheme be implemented as a matter of course? The Leader advised that, in addition to consultation responses, professional advice, other feedback, officer input, legal implications etc would be reviewed in a wider context to inform Members' decision-making.
- How would the targets related to improved relationship with staff be measured? It should be noted that the number of working days lost due to strike action had increased since the previous administration. The Leader advised that an improvement in the relationship with staff was not easily quantifiable in figures alone and that more qualitative data and employees experiences would need to be looked at.
- The Local Government formula grant and any top up grants for Harrow were likely to be further reduced. Would there be an increase in Council Tax to cover this shortfall? The Leader advised that his Group

was committed to lobbying central government for a fair grant for the borough and would not increase council tax above the rate of inflation, as per their manifesto pledge.

Resolved to RECOMMEND: (to Council)

That the Committee's comments on the Corporate Plan be forwarded to Council.

RESOLVED ITEMS

12. Membership of Scrutiny Sub-Committees

RESOLVED: That the replacement of Cllr Pamela Fitzpatrick as a Reserve Member of the Call-in Scrutiny Sub-Committee (Education) by Councillor Primesh Patel, be noted.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.15 pm).

(Signed) COUNCILLOR JERRY MILES
Chairman

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	16 th September 2014
Subject:	Community Safety Plan 2014/15 – 2016/17
Responsible Officer:	Tom Whiting, Corporate Director of Resources
Scrutiny Lead Member area:	Councillor Jeff Anderson, Policy Lead Environment and Enterprise Councillor Manjibhari Kara, Performance Lead Environment and Enterprise
Exempt:	No
Wards affected:	All
Enclosures:	Community Safety Plan Equality Impact Assessment

Section 1 – Summary and Recommendations

This report sets out suggested key community safety priorities in response to both the Strategic Assessment of crime in the Borough and the ambitions for the Police set by the Mayor’s Office for Policing and Crime.

Recommendations: That Overview and Scrutiny Committee send comments on the report to Cabinet.

Section 2 – Report

Introductory paragraph

2.1 The Community Safety Plan shows how the Council and partners will work together to reduce crime and anti-social behaviour and make progress to making Harrow the safest borough in London.

Section 3 - Background

3.1 Safer Harrow, the Community Safety Partnership, oversees the production of an annual strategic assessment of the crime and anti-social behaviour levels and patterns and the development of a Community Safety Plan that is informed by that Strategic Assessment. The Community Safety Plan reflects the priorities identified by the Strategic Assessment.

3.2 The current Strategic Assessment covers the period October 2012 to September 2013 and so is not always synchronised with more recent crime announcements which can lead to confusion about performance. For example, the Strategic Assessment identifies a rise in the theft of motor vehicles of 50.7% in the period studied. More recent figures suggest that there is declining trend in this crime, and looked at over a longer period, the total number of reports is falling from 259 in 2012/13 to 225 in 2013/14 and only 39 in the first three months of 2014/15. To try to iron out peaks and troughs in crime reporting arising from short but exceptional periods, the Police now use a 12 month rolling period to compare like with like which, month by month, gives more reliable trend data.

3.3 The Strategic Assessment showed that the crime patterns in Harrow have been largely unchanged over a number of years although there are variations in the respective levels of the main crime types highlighted. In particular, there has been a significant fall of 9.1% in the total number of crimes reported to the Police in the last 12 months. There have also been reductions totalling 22.6% across all of the crimes highlighted in the Mayor's targets for the Police (The Mayor's Office for Policing and Crime (MOPAC) 7 Crime types) with the exception of Violence with Injury where, despite a fall in on street violence, the number of reported domestic violence offences has risen by more than 22%. A new Domestic and Sexual Violence Strategy is presented elsewhere on the agenda to address this rise and the continuing level of abuse.

3.4 Because of the continuing nature of criminal activity, many of the services offered to victims and, for example, perpetrators with a substance misuse issue, need to continue. The Plan does not provide much detail of these underlying continuing services and instead focuses mainly on the newer initiatives aimed at reducing offending and re-offending, improving community safety and increasing community involvement and satisfaction. Details of continuing service provision are available in the commissioning intentions notably in public health.

3.5 The local response to crime is a partnership effort with organisations supporting each other through shared information, targeting services to areas of higher risk and providing community reassurance. The public generally look to the Police for the lead, certainly in the case of addressing the crimes with the most public impact which are included in the Plan as the MOPAC 7 offences. Each partner organisation has and/or is developing operational plans that give greater detail of how their efforts will add to the community safety objective of making Harrow the safest Borough in London.

3.6 The proposed Community Safety Plan follows the pattern re-adopted last year of summarising information in an accessible form which reduces duplication and helps to focus on the strategic ambitions and actions.

3.7 The other major influence on the Community Safety Plan is the Mayor's Police and Crime Plan 2013-16 which has set three overarching and testing targets for the Police –

- reducing key crime types by 20%;
- increasing public confidence in the Police by 20% and
- reducing expenditure by 20%

all within the life of the Plan. These significant London-wide targets have been balanced with the local priorities identified through the Strategic Assessment to give the proposed shape and direction to Community Safety activities.

3.8 As always with three year plans which are due to be refreshed annually in the light of new information and a fresh Strategic Assessment, there is much less detail and active planning in relation to the second and third years of the Plan period. However, as the Mayor's headline targets will remain in place to 2016 there is, as in last year's Plan, a greater than usual degree of stability to the framework set out.

3.9 Also, Safer Harrow has been successful in obtaining funding from the Mayor's Office for a range of projects concerned with reducing burglary and robbery; increasing the efficiency and effectiveness of action to address anti-social behaviour; tackling drug use; reducing re-offending and addressing aspects of domestic violence. This funding is, in principle, available for four years and has also contributed to developing a settled direction and priorities.

3.10 When a Community Safety Plan has been approved, it will be publicised to help increase public support for the actions that the partners have agreed to take, gain further assistance from the public in meeting the targets it contains and help reach the public confidence targets set by the Mayor. As well as press coverage, each organisation will include the Plan on its website.

4. Legal Implications

4.1 Under s.6 of the Crime & Disorder Act 1998, the Council with other partner authorities (chief of police, fire & rescue authority, probation service, CCG and

Local Health Board) has a duty to formulate and implement a strategy for the reduction of crime and disorder in its area (including anti-social behaviour adversely affecting the local environment), a strategy for combating the misuse of drugs, alcohol and other substances in the area and a strategy for the reduction of re-offending in the area.

4.2 In formulating the strategy, the partner authorities must have regard to the police and crime plan for the area.

4.3 Under Regulations, the partner authorities must set up a strategy group who are collectively responsible for preparing strategic assessments and preparing and implementing the partnership plan. The partnership plan shall set out the following:

- (a) a strategy for the reduction of re-offending, crime and disorder and for combating substance misuse in the area;
- (b) the priorities identified in the strategic assessment prepared during the previous year;
- (c) the steps considered necessary for the responsible authorities to take to implement the strategy and meet those priorities;
- (d) how the strategy group considers the responsible authorities should allocate and deploy their resources to implement that strategy and meet those priorities;
- (e) the steps each responsible authority shall take to measure its success in implementing the strategy and meeting those priorities;
- (f) the steps the strategy group proposes to take during the year to comply with its obligations in respect of community engagement, considering the extent that people in the area can assist in reducing re-offending, crime and disorder and substance misuse, and publicising that partnership plan.

4.4 Under s.17 of the above Act, it is also a duty of the Council (and other partner agencies, including police, fire & rescue, GLA, TfL) when exercising its functions to have due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder (including anti-social behaviour), misuse of drugs, alcohol and other substances and re-offending.

5. Financial Implications

5.1 All of the work identified in this plan to be undertaken by the Council will be funded from existing budgets and approved grants.

6. Performance Issues

6.1 The Council's Corporate Performance scorecard references residential burglary and incidents of domestic violence as indicators both of which are priorities within the draft plan.

The most recent crime figures confirm the trend noted in paragraph 3.3 that crime in Harrow is falling with a reduction 5.7% in the total number of crimes

reported to the Police in the year to July 2014 compared to the previous year and with the following reductions in specific crimes:

Burglary total	17.9%
Burglary residential	18.0%
Robbery (person)	41.3%
Motor Vehicle crime	19.4%

7. Environmental Impact

7.1 None

8. Risk Management Implications

8.1 The projects referenced within the Community Safety Plan and particularly those funded by MOPAC grants, will be added to the relevant service Risk Registers

9 Equalities Implications

9.1 The Community Safety Plan is based on an analysis of crime reports in the previous period and highlights the areas that need the most attention. The Plan for 2014-17 prioritises the “MOPAC 7” high volume/high public impact crimes of Burglary, Violence with Injury, Vandalism; Theft from the Person; Robbery; Theft of a Vehicle and Theft from a Vehicle: as well as Anti-social behaviour, Domestic Violence and reducing reoffending. The aim is to make Harrow the safest Borough in London within the timescale of the Plan which will require a reduction of almost 2,500 crimes a year against a total for last year of 12,228. Reducing crime benefits all residents of the Borough either directly, by reducing victimisation, or indirectly by lowering the fear of crime.

9.2 The Strategic Assessment has highlighted in a number of cases the protected characteristics of the most likely groups to be affected by crime such as young men who are at most risk of robbery and that the age of victims seems to be decreasing with a significant increase in victimisation the 11-15 year old group. At the same time, the age of suspects is also predominantly young.

9.3 Older people are at comparatively low risk of being the victims of crime.

9.4 Domestic violence continues to be a higher proportion of crime in Harrow than in any other London Borough and the victims are predominantly women. As well as the continuing efforts to support victims, there is a new project to promote healthy relationships in adolescents which it is hoped will have a long-term impact on the prevalence of domestic and sexual violence.

The Equality Impact Assessment has not noted any disproportionate adverse impact on any of the protected characteristics arising from the Plan.

10. Council Priorities

The Community Safety Plan directly addresses the Corporate Priorities

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert.	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 20 th August 2014		
Name: Paresh Mehta	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 21 st August 2014		

Ward Councillors notified:	NO
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Section 4 - Contact Details and Background Papers

Contact: Mike Howes, Senior Policy Officer, ext 5637

Background Papers: Community Safety Plan 2013/14 – 2016/17
<http://moderngov:8080/documents/s109745/Community%20Safety%20Plan.pdf>
<http://moderngov:8080/documents/s109736/CSP%20-%20App1%20-%20Plan.pdf>

Strategic Assessment 2012/13
http://www.harrow.gov.uk/info/200030/crime_and_nuisance/719/strategic_assessment

Working Together to make a difference for Harrow

Welcome to Harrow's Community Safety Plan covering the three years 2014/15 to 2016/17.

Community safety is not just about crime; it refers to all actions that can cause harm to communities. This includes environmental and pollution issues, substance misuse, domestic violence and child and adult safeguarding. Many of these issues are often related and require collaborative working across the Partnership.

The Council's vision, "**Working Together to make a difference for Harrow**" is the key to improving community safety in the Borough. The vision, along with the Council's corporate priorities,

- **Making a difference for the vulnerable**
- **Making a difference for communities**
- **Making a difference for local businesses**
- **Making a difference for families**

show a clear commitment to targeting help towards individuals and communities suffering from crime and anti-social behaviour and towards families trying to support someone to keep out of trouble.

They also support the ambition agreed last year by the Police locally and the Council to aim to make Harrow the safest borough in London within the period covered by this plan.

The Metropolitan Police have been set three targets by the Mayor of London over the period to 2015/16. These are:

- **Reduce the number of key crimes by 20%;**
- **Increase public confidence in the Police by 20%; and**
- **Reduce spending by the Police by 20%.**

In relation to the **first of these targets**, the key crimes (known as the MOPAC 7) are burglary, vandalism, theft of, and theft from motor vehicles, violence with injury, robbery and theft from the person. These seven crime types cause considerable public concern. Reductions in the number of these crimes will lead to a decrease in the fear of crime and promote confidence in the Police. Falling crime figures, combined with economies in back office and estate costs, will help meeting the financial target.

The crime reduction targets apply to London as a whole rather than each Borough. Although Harrow has the third lowest amount of crime as measured by reported offences per thousand population, it will still be expected to contribute to the overall reduction target.

The crime totals in Harrow for the MOPAC 7 crimes have declined from 7,557 in 2012/13 to 5,846 in 2013/14 – a reduction of 22.6%. This compares with a 15.5% reduction in the MOPAC 7 crimes for London as a whole. While reducing crime totals are welcome, there is still more crime in Harrow than in some other London Boroughs and so this continues to be a priority for the Council and the Police.

In particular, the crime type showing a current increase is domestic violence. The Council recognises the serious impact that this form of abuse has on families and children and has made keeping victims safe one of its priorities and will be allocating additional funding to this area in the current financial year. We hope to be able to provide help earlier in each individual's experience of domestic abuse to reduce the impact of that abuse and also help perpetrators to change.

On the **second target**, the most recent (September 2013) public confidence figures show that, in Harrow, 74% think that the Police are doing a good job compared to 67% in London as a whole and 82% think that the Police are addressing the things that matter compared with 78% in London as a whole. Harrow is contributing positively to achieving the target set for the Metropolitan Police.

Again, While these figures are encouraging and particularly for Harrow, there has historically been a very high level of fear of crime locally especially when judged against out comparatively low crime rates. The Council with its partners will continue to strive to reduce levels of fear so that residents do not feel restricted in their choice of social and leisure activities by an excessive fear of crime.

The Mayor's **third target** is about spending. The Metropolitan Police spent £2,526,320,000 in 2013/14. This was a 2.8% reduction from the previous year which still leaves a large savings target to find in the next two years. At the same time, the Council has had to make savings for seven

years in a row now and this is likely to continue for the foreseeable future. with private and voluntary sector providers.

This has allowed front line services that support community safety as well as other priorities to be protected as far as possible. This is likely to become increasingly difficult in the years to come and so, although this Plan covers 2014/15 to 2016/17, there is little detail about particularly the third year.

In relation to the wider meaning of Community Safety, the Council and relevant Partners have put a lot of effort into safeguarding children and young people to promote their welfare and protect them from harm – as this is everyone's responsibility. Everyone who comes into contact with children and families has a role to play.

Also, 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. Harrow's Local Safeguarding Adults Board (LSAB) has agreed a vision and a set of core principles and values for the Borough: "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"

The Council is also concerned about Hate Crime – that is any offence that is motivated by hatred for the victim's sex, ethnicity, disability or religion. The number of reported Hate Crimes in Harrow is very low 228 in the 12 months to June 2014. However, this was an increase of 19% over the previous year and evidence suggests that this is a crime type that is significantly under-reported. As well as the actions in this plan for addressing the higher volume crimes, the Council with the Police will try to increase public awareness of the criminal nature of abuse motivated by hatred. We hope that this will increase reporting to give us a genuine picture of prevalence which will provide a better idea of how to address this crime.

The number of fires in London continues to reduce which has enabled the Fire Service to increase their efforts to undertake Home Fire Safety Checks which play a major role in keeping vulnerable people safe.

The Service is also continuing to face periodic industrial action regarding changes to pension arrangements but to date, this has limited impact locally.

Big changes in the Probation Service are currently underway. The plans include extending the scope of management of offenders to include those sentenced to imprisonment for less than 12 months – a group previously excluded from the scope of the Probation Service – but for the majority of medium and low risk offenders to be supervised by private and voluntary sector organisations. Increasing the scope of supervision should help to reduce re-offending although organisations new to this area of activity may take some time to develop their offer.

The Public Health function returned to local government in April 2013. From a community safety viewpoint, public health is concerned with the provision of substance misuse services (drugs and alcohol) and in some of the Violence Against Women and Girls work.

Voluntary and community sector provide a wide range of services that contribute a significant amount to the community safety agenda. Our main providers of substance misuse services are charities, many community organisations work to support people affected by domestic violence. We know that anyone can be affected by community safety issues so there is a voluntary sector organisation devoted to supporting pretty much everyone when they need it.

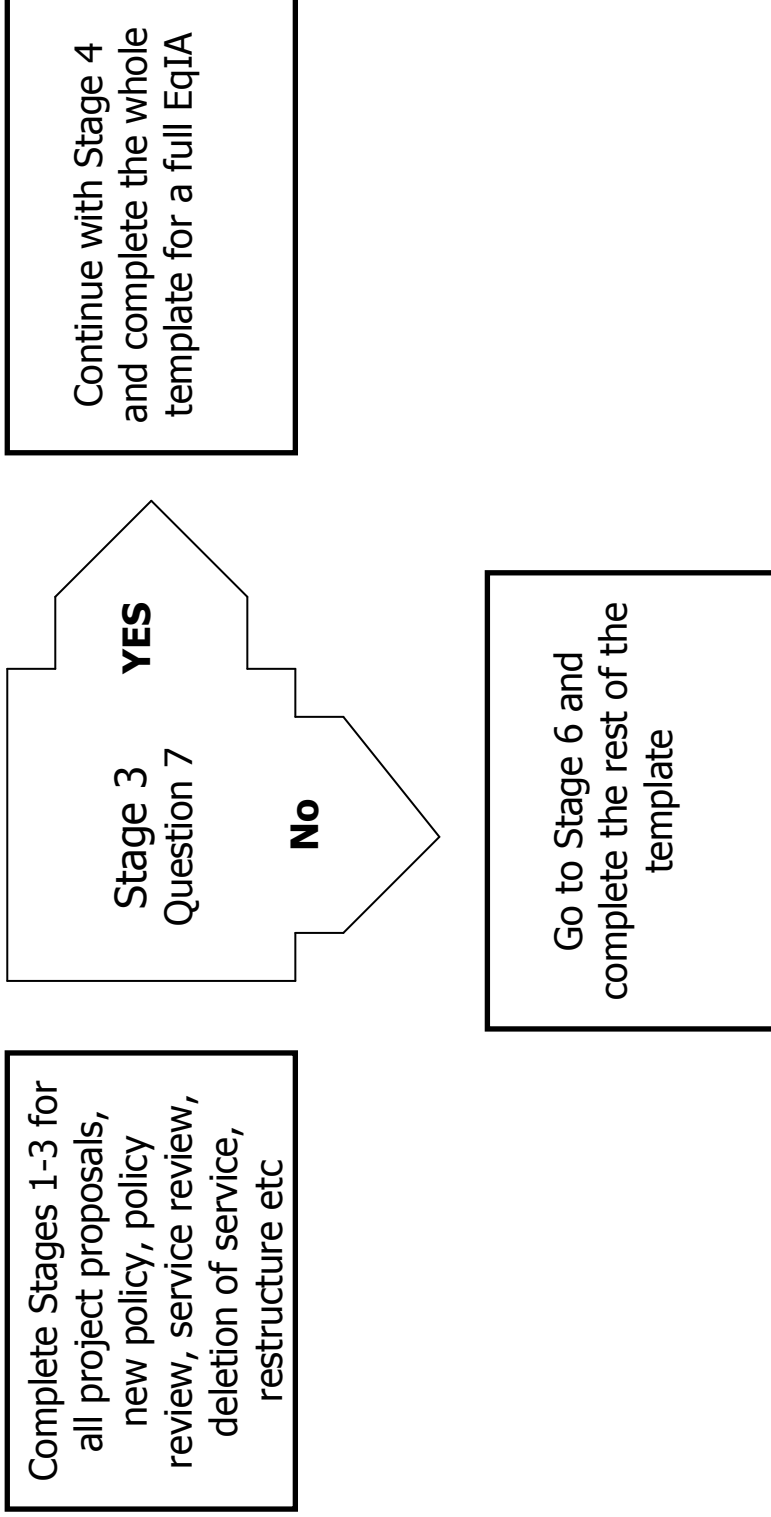
There are plans for the Council's innovative Neighbourhood Champions scheme to evolve into a wider and more encompassing Community Champions scheme. While not detracting from the Community Safety message, the new scheme will encourage Champions to become involved in other areas of community support as well.

Community Safety Plan 2014-17

Aspect	MOPAC 7							Local Priorities		MOPAC Target									
	Burglary	Violence with injury	Vandalism (criminal damage)	Theft from the person	Robbery	Theft of a motor vehicle	Theft from a motor vehicle	Anti-social behaviour –	Domestic violence		Reduce Re-offending – IOM Cohort								
Benchmark	1982	809	1010	302	430	244	1536	5964	402	Average reoffending rate – 52% in year 1	74%								
Target for 2014/15 %	-5%	-6%	-3%	-8%	-5%	-1%	-7%	5%	No change	-10%	Maintain as above London average								
Target number	1883	760	980	278	409	242	1428	5666	402		74%								
Focus	London wide target: Reduce the MOPAC 7 crimes by 20% by 2016																		
Actions	Ensure that all Police processes for detecting crime and securing convictions are operating as effectively as possible so that all possible convictions are secured																		
	Continue and improve data sharing and intelligence functions to provide the best possible information about those who commit crime, where and when crime is likely to be committed to inform the deployment of Police Officers to the best effect																		
	Put in place prevention measures to make it more difficult to commit crimes, provide better protection from crime for residents and deter criminals from operating in Harrow																		
	Use CCTV capacity to support the detection of crime and to support prosecutions																		
	Continue Autumn Nights campaign to deter burglary. Renew publicity for Smartwater	Implement the new Domestic and Sexual Violence Strategy and Action Plan	Utilise expanding CCTV capacity to help reduce criminal damage	Remind the public to be vigilant in areas of known pick-pocket activity	Via MOPAC, personal alarms will be made available to individuals at risk of robbery	Provide better publicity for vehicle security measures including keeping valuables out of sight and locking vehicles whenever they are unattended	Support the Harrow Families First Programme which this year is expected to introduce targets relating to crime, gangs and domestic violence	Improve the prosecution rate through earlier intervention and the use of technology	Deliver the Harrow Shield Healthy Relationships programme	Equip as many Council and other agencies' professionals to recognise and refer victims of abuse to increase the scope for early intervention	Prepare for introduction of new powers	Support the Harrow Families First Programme which this year is expected to introduce targets relating to crime, gangs and domestic violence	Support London Councils efforts to roll out local authority use of Airspace, the Police case management system	Raise community awareness about forced marriage, honour-based violence and FGM.	Agree target timescales for interventions	Adopt and implement new VAWG Strategy and develop the new services it contains	Work with the new pattern of Probation provision to ensure that the Integrated offender management scheme continues to reduce re-offending	Publicise increasing number of Police Officers available in Harrow	Publicise partnership working and develop narratives that reduce the fear of crime

Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment. It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick	Type of Decision:	Tick
Transformation		Cabinet	
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other		Other	
Title of Project:	The Community Safety Plan for 2014 -2017		
Directorate / Service responsible:	Resources to co-ordinate; all to deliver		
Name and job title of lead officer:	Mike Howes, Senior Policy Officer		
Name & contact details of the other persons involved in the assessment:			
Date of assessment:	July 2014		
Stage 1: Overview			
<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>		<p>To set priorities for community safety activity over the years 2014-2017 so that the Council, the Police, the Health Service, voluntary and community organisations and others share a common direction of travel in relation to community safety.</p> <p>The major priorities are the “MOPAC 7 “ crimes; Burglary; Violence with Injury; Vandalism; Theft from the Person; Robbery; Theft of a Vehicle and Theft from a Vehicle: as well as Anti-social behaviour; Domestic Violence and reducing re-offending. The MOPAC 7 crimes have been identified by the Mayor as having the greatest impact on the public while ASB causes the greatest local concern, and domestic violence makes up a higher proportion of crime in Harrow than in any other London Borough. Reducing re-offending should help achieve these other</p>	

	<p>crime reduction priorities.</p> <p>The Plan also describes an aspiration to make Harrow the safest borough in London within the period covered by the Plan. If this is achieved, it will equate to a reduction of almost 2,500 crimes a year in Harrow.</p>															
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (all that apply)</p>	<table border="1"> <thead> <tr> <th data-bbox="288 958 376 1294">Residents/Service Users</th> <th data-bbox="288 544 376 958">Partners</th> <th data-bbox="288 241 376 544">Stakeholders</th> </tr> </thead> <tbody> <tr> <td data-bbox="376 958 421 1294">Staff</td> <td data-bbox="376 544 421 958">Age</td> <td data-bbox="376 241 421 544">Disability</td> </tr> <tr> <td data-bbox="421 958 544 1294">Gender Reassignment</td> <td data-bbox="421 544 544 958">Marriage and Civil Partnership</td> <td data-bbox="421 241 544 544">Pregnancy and Maternity</td> </tr> <tr> <td data-bbox="544 958 588 1294">Race</td> <td data-bbox="544 544 588 958">Religion or Belief</td> <td data-bbox="544 241 588 544">Sex</td> </tr> <tr> <td data-bbox="588 958 632 1294">Sexual Orientation</td> <td data-bbox="588 544 632 958">Other</td> <td data-bbox="588 241 632 544"></td> </tr> </tbody> </table>	Residents/Service Users	Partners	Stakeholders	Staff	Age	Disability	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation	Other	
Residents/Service Users	Partners	Stakeholders														
Staff	Age	Disability														
Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity														
Race	Religion or Belief	Sex														
Sexual Orientation	Other															
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <p>10 Who are the partners?</p> <p>Who has the overall responsibility?</p> <ul style="list-style-type: none"> How have they been involved in the assessment? 	<p>All Council Directorates, the Police, The Probation Service, the Fire Service, Harrow Magistrates, the Health Service and the Voluntary and Community Sector.</p> <p>Safer Harrow has considered the strategic assessment which analyses crime and ASB trends and drew up the priorities contained within the Community Safety Plan. Had any adverse impacts been identified in this assessment, they would have been reported to Safer Harrow to consider changing the Plan.</p>															
<p>Stage 2: Evidence / Data Collation</p>																
<p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)</p>																
<p>Age (including carers of young/older people)</p>	<p>Of the crime types where the age of the victim and the suspect might be relevant, Robbery and Violence with Injury have similar profiles with both victims and suspects being predominantly young. For example, for Violence with Injury, 26% of victims were 25-34 years old and a further 25% younger while only 19% of</p>															

	<p>victims were aged 45 or more. For Robbery, 22% of victims were 17 or younger with a further 35% being between 17 and 34 and, again, only 19% of victims were aged over 45. For theft from the person, however, victims aged 45 and over accounted for 31% of the total.</p> <p>For suspects the majority for both Robbery and Violence with injury were under 35</p>
Disability (including carers of disabled people)	No data on crime affecting this protected characteristic
Gender Reassignment	No data on crime affecting this protected characteristic
Marriage / Civil Partnership	No data on crime affecting this protected characteristic
Pregnancy and Maternity	No data on crime affecting this protected characteristic
20	<p>Of the crime types where the ethnicity of the victim and of the suspect might be relevant, there is no clear pattern. For Robbery, the largest group of victims, 45%, were Asian with 27% being White while for Violence with Injury, 41% of victims were white and 32% Asian.</p> <p>For suspects in Robbery, 42% were Afro-Caribbean, 20% white and 13% Asian and for Violence with Injury, 34% were White, 24% Asian and 23% Afro-Caribbean.</p> <p>Racist and Religious Hate Crime, which are recorded together showed a slight increase although Harrow's figures remain at around 2% of London's crime in this category.</p>
Religion and Belief	No data on crime affecting this protected characteristic
Sex / Gender	81% of victims of robbery were male. This is a substantial increase on the previous year, when just over 70% of victims were male and the year before when the proportion was 55%. Male victims of Violence with Injury accounted for 71% of the total but 46% of victims of Theft from the Person were female – the largest proportion given that in a large number of cases, no sex was recorded.
Sexual Orientation	There were 14 homophobic offences in the most recent Strategic Assessment period, a decrease of eight compared to the 12 months prior to this

Socio Economic	No data on the variable impact of crime on people in different socio-economic is available.			
5. What consultation have you undertaken on your proposals?				
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).	
In the three previous years, the Residents panel was consulted on the outcomes of the strategic assessment to ensure that the statistical picture of Harrow drawn from crime reports echoed resident experience – which it did. As the crime pattern had not changed significantly for this year, the consultation was not repeated	Resident Panel questionnaire	That the understanding of crime in Harrow presented in the Strategic Assessment on which the Community safety Plan is based was an accurate representation of the public experience of crime. The data showing the groups most likely to be victims of specific crimes, suspects in specific crime types and the levels of fear of crime and confidence in the Police reflected the information in the strategic assessment.	The Community Safety Plan is based on the evidence contained in the Strategic Assessment which has, in previous years, been endorsed by the Residents Panel as an accurate account of the public experience of crime. As such, the proposals in the Community Safety Plan already address the most significant crime types	
Safer Harrow	Debate at meetings of Safer Harrow	The proposals have been modified to reflect the advice and expertise of Safer Harrow members		
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment? List the Title of reports / documents and websites here.				
At the end of the period covered by the strategic assessment, Harrow had the second lowest level of overall crime of London's 32 Metropolitan Police boroughs, with 53 recorded offences per 1,000 population compared to the London average of 89 per 1,000 population. Compared to London as a whole, Harrow has a high proportion of residential burglaries and a low proportion of theft/handling offences.				

In other respects, the composition of Harrow's overall crime is similar to London as a whole.

Harrow's level of residential burglary was slightly below the London borough average in the most recent year. However, 13.1% of Harrow's overall crime rate was residential burglary. This is the highest proportion of any London borough. Also, Harrow's rate of Domestic Violence was a higher proportion of Borough crime than in any other London Borough although with a total that was below the London Borough average making Harrow the borough with the 28th highest total of DV crime.

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	X	X	X	X	X	X	X	X	X

IS - If there is a risk of disproportionate adverse impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- § **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- § It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- § Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage

3? (include this evidence, including any data, statistics, titles of documents and website links here)	9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).	

Stage 5: Assessing Impact and Analysis

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?				
Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older)				

people)							
Disability (including carers of disabled people)							
Gender Reassignment							
Marriage and Civil Partnership							
Pregnancy and Maternity							
Race							
Religion or Belief							
Sex							

- § If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- § If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

13. Please indicate which of the following statements best describes the outcome of your EqIA (tick one box only)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.

Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7*

Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. **(Explain this in 13a below)**

Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)

13a. If your EqIA is assessed as **outcome 3 or you have ticked 'yes' in Q12**, explain your justification with full reasoning to continue with your proposals.

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Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? *(Also Include in Improvement Action Plan at Stage 7)*

The Strategic Assessment is produced annually and the Community Safety Plan updated to reflect changing circumstances. Therefore, a change in the crime pattern affecting one or more protected characteristic will be highlighted early in the new financial year.

16. How will the results of any monitoring be analysed, reported and publicised? *(Also Include in Improvement Action Plan at Stage 7)*

Regular crime monitoring at Safer Harrow will enable the impact of the actions proposed in the Community Safety Plan to be assessed and changes made to the

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17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.

No

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010

Advance equality of opportunity between people from different groups

Foster good relations between people from different groups

The plan proposes actions to address crime including race, religious and homophobic crime

Reducing crime increases community confidence and cohesion, enabling people from

		different backgrounds more easily to trust each other
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)		
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.		
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	Resources ETG	
Signed: (Lead officer completing EqIA)	Mike Howes	Signed: (Chair of DETG) Alex Dewsnap
Date:		Date:
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair

**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	16 th September 2014
Subject:	Harrow Youth Offending Partnership Youth Justice Plan 2014-2015
Responsible Officer:	Chris Spencer, Interim Corporate Director of Children and Families
Scrutiny Lead Member area:	Councillor Lynda Seymour, Policy Lead for Children and Families Councillor Janet Mote, Performance Lead for Children and Families
Exempt:	No
Wards affected:	This is not ward specific
Enclosures:	Harrow Youth Offending Partnership Youth Justice Plan 2014-2015 Equalities Impact assessment

Section 1 – Summary and Recommendations

It is a statutory requirement to publish an annual Youth Justice Plan.

This report presents the draft Youth Justice Plan for 2014/15, a statutory plan, setting out how the 3 outcomes (reducing the number of first time entrants, reducing re-offending and reducing the use of custody) will be achieved. The plan also sets out the challenges and priorities for 2014-2015.

Once agreed the plan will be submitted to the Youth Justice Board as part of the conditions attached to the grant received from the Ministry of Justice.

Recommendations:

- (1) That the Committee's comments be forwarded to Cabinet;
- (2) To recommend to the Council approval of the Harrow Youth Offending Partnership Youth Justice Plan 2014-2015

Section 2 – Report

Introductory paragraph

Multi-agency youth offending teams (YOT) were established in 2000 following the 1998 Crime and Disorder Act with the intention of reducing risk of young people offending and re-offending, and to provide counsel and rehabilitation to those who do offend.

Background

It is the responsibility of Harrow Council, in consultation with partner agencies, to develop and implement an annual youth justice plan setting out how youth justice services in Harrow will be provided and funded, how the Youth Offending Team will be composed and funded, how it will operate, and what functions it will carry out.

Current situation

Harrow Youth Offending Partnership Youth Justice Plan 2014-2015 is in draft form and is scheduled to be presented to Cabinet and Full Council. It will be submitted to the Youth Justice Board in draft form in September.

It is a statutory requirement to produce an annual Youth Justice Plan.

Implications of the Recommendation

Resources, costs

Harrow Youth Offending Team has been resourced by contributions from Harrow Council, statutory partners, the Youth Justice Board and some additional grant funding for example the Restorative Justice Development Grant. Statutory partners have also contributed through deployment or secondment of key personnel, including 1-5 Police officers, 1 Probation Officer and 0.4 CAMHS worker.

Staffing/workforce

Additional staffing in the form of 1 senior practitioner and 3 case workers was agreed to improve performance and management oversight.

Community safety

Harrow Council Corporate Plan 2014/15 priority is to “become the safest borough in London by reducing the overall level of crime and incidences of anti-social behaviour” and the Harrow Youth Offending Partnership Youth Justice Plan contributes to this priority.

Financial Implications

The total revenue budget for the Youth Offending Service is set out as follows:

Budget 2014-15	£'000
Expenditure budget	£1,031

Funded by:	
Youth Justice Board	£270
Drug Action Team (MOPAC)	£38
Council funding	£599
Probation Service	£47
Police Service	£66
Child & Adolescent Mental Health Service (CAMHS)	£11
Total funding	£1,031

The Youth Justice Plan will be contained within the above budgets.

Performance Issues

There has been a significant cultural change in the management and service delivery in the YOT. This has included the development and implementation of a rigorous quality assurance framework aimed at tracking and raising performance against the 3 outcome indicators

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

Environmental Impact

None

Risk Management Implications

The risk to the local authority of a reduction in resources will impact significantly on the pace of change and future successes.

Equalities Implications

An Equalities Impact Assessment has been undertaken.

Council Priorities

The Youth Justice Plan has the potential to impact on the Council priorities

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for families

Section 3 - Statutory Officer Clearance

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 28 th August 2014		

Ward Councillors notified:

NO

Section 4 - Contact Details and Background Papers

Contact: Ann Garratt Service Manager Youth Offending Team Tel 0208 736-6976

Background Papers: None

HARROW YOUTH OFFENDING PARTNERSHIP

YOUTH JUSTICE PLAN 2014-15

HARROW YOUTH OFFENDING PARTNERSHIP

YOUTH JUSTICE PLAN 2014/15

Our Vision

Harrow Youth Offending Team aims to be an efficient, high performing and cost effective service that helps to protect the public, prevent crime and antisocial behaviour committed by young people with the overarching aim being to improve the life chances of children and young people.

We are a multi-disciplinary team that works collaboratively with a range of partners. We work with young people aged 10-17 years creating interventions to achieve our 3 outcomes

- Reduce re-offending
- Reduce the number of first time entrants to youth justice
- Reduce the use of custody

Contents

1. Overview
2. Structures and Governance
3. Partnership arrangements
4. Resourcing and value for money
5. Risks to Future delivery against outcome measures
6. Key Achievements
7. Key priorities and challenges for 2013 – 2014
8. Appendices
 - Appendix 1 – Harrow Youth Offending Board Membership
 - Appendix 2 – Workforce Development Plan

1. Overview

HARROW YOUTH OFFENDING PARTNERSHIP YOUTH JUSTICE PLAN 2014-15

Multi- Agency Youth Offending Teams (YOT) were set up in 2000 following the 1998 Crime and Disorder Act (S38) with the intention of reducing the risk of young people offending and re-offending, and to provide counsel and rehabilitation to those who do offend. The act stipulates the composition of the Youth Offending Team and defines statutory partners with the local authority as the Police, Probation and Health. The Youth Justice Board expects the Youth Offending Team to perform against three indicators and monitors direction of travel on each:

- **Reduction in the number of first time entrants to the Youth Justice System**
- **Reduction in re-offending**
- **Reduction in the use of custody**

There is a requirement that each local authority produces an annual Youth Justice Plan.

The prevention of offending and re-offending and anti-social behaviour by children and young people is a priority for all partners in Harrow, we believe this is best achieved through collaborative working. The Harrow Youth Offending Team is therefore part of Children's Services which enables the focus on the 'child's journey' and effective partnership working with safeguarding and looked after children teams. The Youth Offending Team is therefore represented throughout childrens' services strategic and operational groups (appendix 1) and influences strategic planning for children and young people who offend or are at risk of offending.

The governance of the Youth Offending Team is through line management accountability to the Corporate Director of Children's Services and the Harrow Youth Offending Management Board, which is accountable to the Safer Harrow Partnership Group.

The strategic aims for the Youth Offending Team are:

- Effective delivery of youth justice services.
- Positive outcomes for children and young people who offend or are at risk of offending through effective partnership arrangements between the Youth Offending statutory partners and other stakeholders.

- Efficient deployment of resources to deliver effective youth justice services to prevent offending and re-offending by children and young people.

1. Structures and Governance

Outcome: Effective delivery of youth justice services.

Safer Harrow is the local Crime and Disorder Reduction Partnership. 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 Harrow Youth Offending Management Board oversees the work of the Youth Offending Team. The Director of Children's Services chairs the Youth Offending Management Board with lead responsibility for quality assurance to ensure robust challenge and scrutiny. The Harrow Youth Offending Management Board is responsible for the production and delivery of the Youth Justice Plan. All statutory partners are represented at a senior level, including the voluntary sector. The Youth Offending Team management group includes overseeing the development and implementation of the Youth Justice Plan; Youth Offending Team improvement plan; considering resource and workload issues; finance and performance data reporting; approving policies and protocols; the group also incorporates public protection and safeguarding issues which are addressed at each meeting. *Membership of Harrow Youth Offending Management Board is noted in appendix 1.* The positioning of the Youth Offending Team, with governance and accountability through Safer Harrow and line management within Children's Services enables the Youth Offending Team to meet its dual strategic functions relating to both justice and welfare. The chair of the Harrow Youth Offending Management Board also sits on Harrows LSCB which provides a clear link between the issues which may crossover between the two.

Line management of the Youth Offending Team sat with a shared head of service however this was reviewed in July 2014 and as a direct result of the work needed to improve the YOT a dedicated Head of Service was identified. The Head of Service reports to the Divisional

Director for Targetted Services. The management structure of the service will be reviewed as part of the wider transformation of Children's Services.

2. Partnership Arrangements

Outcome: Positive outcomes for children and young people who offend or are at risk of offending through effective partnership arrangements between the Youth Offending statutory partners and other stakeholders.

The Harrow Youth Offending Management Board ensures that the Youth Offending Team is strongly linked to other planning frameworks. As stated earlier the Harrow Youth Offending Management Board reports to Safer Harrow and feeds into the development of a strategic approach to Crime and Disorder.

Resource levels have remained consistent from partners with a good commitment from the Police and this year we have continued to maintain the same level of resource, 1.5 Police officers.

There are strong links with Probation that involve a full-time Youth Offending Team Probation Officer for specialized work such as taking the lead on MAPPA, transitions from Youth Offending Team to Probation, and being a key role in the Integrated Offender Management scheme. In addition the Probation Officer secondment has come to an end, and a replacement has been sought ensuring a seamless transition into the service for the new worker and also minimal disruption to young people.

There is a mental health worker seconded to the Youth Offending Team on a part time basis. Discussions are currently underway through the CCG to increase this provision.

There are systems in place to ensure good communication with the courts through attendance at the Court User Group and the North West London Youth Panel Meetings. Court representation and attendance at the Harrow Youth Offending Management Board has been most helpful in ensuring a solution-focused approach to raising standards, and although the chair of the panel has changed, the previous chair continues to attend the Harrow Youth Offending Management Board to offer continuous support and appropriate scrutiny.

The Triage and prevention operations such as Preventing Violent Extremism and mentoring sit outside of the Youth Offending Team within the Early Intervention Service. 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 Youth Offending Team and EIS are closely linked with shared education and careers staff, prioritizing of young offenders in the Families First strategy as well as being co-located. There is a dedicated representative at Early Intervention Panel from the Youth Offending Team.

A range of commissioned agencies accessible to the Youth Offending Team, which provide constructive, positive activities for young people. In addition to this, there has been close work with Families First (Harrow's Troubled Families Initiative), which has specifically supported some targeted pieces of work for NEET young people.

One of the key agencies working within Harrow is the Early Intervention Service. Due to the close working partnership the Youth Offending Team are able to access a range of programmes and interventions whilst young people are subject to a court order, but also able to refer on as part of a long term exit strategy of continued support where needed. The Youth Offending Team have accessed continued support for young people via the mentoring service, V talent inspired programme, as well as the National Citizenship programme. All have assisted in successful outcomes for young people who were known to the youth justice system, including securing employment, education and further training through the skills developed by accessing these services. The partnership work across EIS and the Youth Offending Team ensures there is a whole family approach as oppose to a primary child focus approach. This also ensures early detection for those at risk of offending (in particular siblings of offenders) ensuring that provision can be put in place where needed prior to entering the youth justice system.

The Youth Offending Team parenting services are being delivered by Early Intervention service, and a variety of methods have been used to engage parents both voluntarily and statutory basis. Group work and one-one services have been offered as well as training for staff such as genograms and attachment theory.

3. Resourcing and Value for Money

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

In previous years Harrow's Youth Offending Team has been resourced by contributions from Harrow Council, statutory partners, the Youth Justice Board and some additional grant funding.

In previous years, statutory partners have also contributed through deployment or secondment of key personnel. At present there is no expectation that statutory agencies will reduce the secondment of staff into the Youth Offending Team.

In addition to these seconded staff, the Youth Offending Team has been able to call upon the expertise of a range of skilled professionals, most of who are directly employed by the Local Authority. Other key skills are commissioned from the voluntary sector as recommended by the Youth Justice Board. The third sector agency currently commissioned to provide services directly to the Youth

Offending Team includes the substance misuse provision, as well as services which are accessed from the voluntary sector, such as Ignite Trust.

In addition to this Harrow are embarking on sustainable year long contracts with providers which meet the needs of young people who offend in Harrow , This ensures the most cost effective and sustainable services are available to young people and their families. Services being sought include Domestic Violence, first aid courses and projects such as Goldseal who assist in young people gaining recognised qualifications though music production which include literacy and numeracy.

A young person remanded into custody and placed in a Young Offenders Institution costs £163 per night, and placement in a Secure Training Centre costs £607 per night. The reduction in the number of young people remanded into custody due to effective bail packages has not only impacted on improved outcomes for young people but has also demonstrated value for money.

The Youth Justice good practice grant will be used to achieve the 3 outcomes
 Reduction in first time entrants
 Reduction in re-offending
 Reduction in the use of custody.

In 2013/14 Harrow had an offence rate of 12.4 per 1,000 population (10-17 only), compared with 11 in 2012/13 and 15.2 in 2011/12. Harrow's 2013/14 figure is lower than the Youth Offending Team family average of 13.1 and the national average of 17.3

Table 1 Financial Resource

Funding Stream	Type	2013-14 cash	2013-14 in kind	2013-14 total	2013-14 % of total YOT budget total	2014-15 cash	2014-15 in kind	2014-15 total	2014-15 % of total YOT budget total	% Change Increase/ Decrease
Youth Justice Board	Total grant	280,241		280,241	21.2%	270,241		270,241	26.19%	-3.57%
	previous fenced grants now combined in Youth Justice Grant) (All ring)									
Probation	Statutory support		50,000	50,000	3.78%		46,780	46,780	4.53%	-6.44%

Police Health	Statutory support	66,231	66,231	5.01%	66,231	66,231	6.42%	0%
	Statutory support						0.00%	0%
	CAHMS	10,000	10,000	0.76%	11,224	11,224	1.09%	12%
	Unitas							
Drug Action Team (MOPAC)	Grant	38,894	38,894	2.94%	38,000	38,000	3.68%	-2.30%
	Main Budget	495,731	495,731	37.52%	511,571	511,571	49.59%	1.37%
	Support Services cost	380,115	380,115	28.78%	87,627	87,627	8.49%	-76.95%
Total		1,194,981	1,321,212	100%	907,439	1,031,674	100%	-22%

NB The total budget reduction of £298k is due to the changes in the reallocation of support services costs. In previous years the SSCs were charged directly to the cost centres, the budget for 2014/15 shows actual cost.

In addition to paid employees, the Youth Offending Team has over 30 volunteers and sessional staff. We currently have 5 volunteers undertaking referral order work and will be seeking to increase our pool of volunteers as this is still a priority and is key to the effectiveness of the revised structure. These individuals make a substantial contribution to the work of the Youth Offending Team 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 Youth Offending Team has the capacity and capability to deliver effective youth justice services

Resources; The Youth Justice Board funding remained the same as the previous year, and Harrow were fortunate to not experience a further reduction in their government funding. Continued pressures however placed on the wider funding streams from central government mean that this will need to be kept under review.

Harrow Youth Offending Team have suffered ongoing issues with the IT infrastructure and this has significantly affected service delivery and moral within the team. The IT issues have impacted on performance in terms of the completion of assessments and plans within timescales. The issues are being addressed corporately and will remain as a high priority on YOT board agenda till they are resolved. There has been significant improvement in the reliability of IT systems in recent weeks due to sustained intervention at a senior level. The council is actively considering upgrading our version of YOIS and Council IT support services is currently being re-procured.

Overall youth crime had shown a significant decrease in 2012-13 compared to previous years. This is reflected in the number of offences taking place and the number of individuals committing crime. However, the 2013-14 figure covering the period April to March shows an overall increase compared to 2012-13. Although this has not reached the pre 2012-13 figures.

Total offences had fallen to 240 in 2012-13. Between 2010-11 and 2011-12 there was a 10.0% decrease from 410 to 369. Between 2011-12 and 2012-13 there was a further decrease of 35.0% from 369 to 240. However, there have been a total of 301 offences in 2013-14, compared with the 2012-13 figure of 268, which represents a 12.3% increase on 2012-13.

The total number of young people who have been found guilty of a crime had fallen overall between 2010/11 and 2012/13. In 2010/11 this was 162 individuals, rising to 174 in 2011/12, which represents a small increase of 7.4%. In 2012/13, this figure fell to 111, a significant decrease of 36.2%. However, there have been a total of 133 young people found guilty in 2013-14, which compared with the 2012-13 figure of 117 represents a 13.7% increase.

There were a total of 213 disposals granted in the year compared to 180 in 2012-13; this represents an 18% increase.

First Time Entrants

	First time entrants									
	Harrow		YOT Family Average			National Average				
	Number	Rate 100,000	% change from previous year	Rate 100,000	% change from previous year	Rate 100,000	% change from previous year			
Jan 13 - Dec 13	79	335	-0.3%	350	2.9%	441	-20.7%			
Jan 12 - Dec 12	81	336	-35.8%	340	-37.0%	556	-23.4%			
Jan 11 - Dec 11	127	523	-	540	-	726	-			

During the last 3 years there has been a decrease in the number of first time entrants to the criminal justice system in Harrow, reflecting national trends. In total Harrow has 79 first time entrants in the latest reporting period (Jan 2013 – Dec 13) this is slightly down from 81 in the previous year (Jan 2012 – Dec 12) and 127 in the year before that (Jan 2011 – Dec 11). However, FTE reached their lowest for Harrow in the period April 2012 – March 2013 at 62; the current figure of 79 is a 27.4% increase on this position.

During 2013/14 the youth crime prevention triage team received 103 referrals, 90 of which went on to have triage interventions. There were a total of 75 young people discharged from the triage programme in 2013/14 67 (90%) of whom completed the programme successfully. Those starting in Q1 (April 2013 – June 2013) were identified as a sample cohort and tracked for the rest of the year to monitor their re-offending. Out of a cohort of 18 only 3 (16.7 %) re-offended.

Re-offending

The Youth Justice Board official re-offending statistics operate at a lag with the latest available reporting period for Jul 11 – Jun 12 (young people who received a court/pre-court disposal or who were released from custody in the period and subsequently re-offended within a 12 month period)

The latest available figure for re-offending was 35.0% (70 re-offenders out of 200 offenders) compared to the previous year's figure of 41.6% (99 re-offenders out of 238 offenders) reflecting a 6.6% decrease. Harrow's current re-offending figure of 35.0% is in line with the National figure of 35.3% and the Youth Offending Team family figure of 35.3%.

The total number of offences committed by re-offenders was 187, which represents an average of 0.94 offences per offender in the cohort. Harrows average offences has decreased slightly from 1.14 in the previous year and is currently below the National figure of 1.02 and the YOT family figure of 0.94.

Harrow Youth Offending Team recently attended the Youth Justice Board briefing on the reoffending toolkit and have begun taking steps to gather information to use the tool which will help to analyse specific trends in reoffending for Harrow Young people. Some of this work was done alongside the Children Looked After service, which identified that a disproportionate number of Children Looked After are repeat offenders, and identified the need for more targeted resources for young people in this area.

Custodial sentences

	Custodial Sentences		
	Harrow	Harrow	
	Number	Rate per 100,000	% custodial
Apr 13 – Dec 13 Preliminary YTD Figures	7	n/a	5.5%
Apr 12 - Mar 13	17	0.70	10.3%
		Total Disposals	
		155	
		165	

Apr 11 - Mar 12	16	0.66	265	6.0%
Apr 10 - Mar 11	17	0.80	279	6.1%

During 13-14 Harrow has had a considerable decrease in the numbers of young people being sentenced to custody. The actual number for 2013-14 is 10 compared to 17 in 2012-13, 16 in 2011-12 and 17 in 2010-11. As a percentage of all disposals in the year, custody represents 4.7% for 2013/14, this is a significant decrease from the 2012/13 figure of 10.3%.

The current rate per 100,000 populations is 0.42 for Harrow; this is lower than both the National average of 0.44 and the YOT family average of 0.56.

Despite the figures showing improvement, the Youth Offending Team recognises that this is a key area for improvement. It has been identified that further work is required to develop robust custodial plans. This is in part due to limited resources within custodial institutions but also due to the relatively short time available to develop the plan in the initial meetings. However this does emphasise the need to improve challenge to custodial facility and ensure planning for release begins at the very start of a custodial sentence. Harrow are closely linked with NACRO who deliver resettlement projects within custodial facilities and in addition have retained their resettlement worker whose primary aim is to support young people with the transition between community and custody and back into community.

Creative bail packages continue to be offered to courts and have provided courts with confidence in the management of public protection and risk. In addition Breach compliance panels continue to ensure any barriers to engagement are identified and support is offered to engage the young person.

Harrow have continued to recognise the need for ongoing improvements and have taken steps to reflect on current practice and progress made within the service. This includes Youth Justice Board partners auditing a sample of cases from the Youth Offending Team using HMIP core case inspection tool. (See

Harrow are undertaking a process of self assessment using the Youth Justice Board self assessment tool which enables Youth Offending Team partnerships to analyse their youth justice services from an operational and strategic perspective. Findings of which will be reported through the Harrow Youth offending Management Board.

Numbers of young people remanded into custody has shown a significant decrease from April 2011 – March 2014 from 31 remand episodes to 13. There was a small increase in custodial sentences open between years 2011 – 2012 but a further decrease in 13-14. In addition the number of young people commencing a custodial sentence has nearly halved from 18 in 2011-2012 to 10 in 2013-14. Table below shows a breakdown of custodial and remand episodes.

	April 2013 March 2014	April 2012 March 2013	April 2011 March 2012
Total remand episodes open in the year	13	18	31
Total young people remanded in the year (some young people have more than one episode)	10	17	26
Total custodial sentences open in the year	23	32	29
Total young people with custodial sentences open within the year (some young people have more than one)	22	29	22
Total custodial sentences starting in the year	10	24	22
Total young people with custodial sentences starting in the year (some young people have more than one)	10	22	18

6. Key Achievements

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Key achievements in the last year have included:

- Reducing the use of Custody (down to 4.7% of disposals from 10.3%)
- First Time Entrants decreased by 0.4% (lower than national and YOT family averages)
- Re-offending has reduced by 6.6%
- Continued reduction in numbers of young people remanded.
- Improved management oversight
- Increase in timeliness and quality of assessments
- Increased compliance with current national standards
- Better understanding of Harrow Youth offending.

7. Key Priorities and challenges for 2014 / 2015

In setting our key priorities for 2014/15 we have taken into account research that indicates that those young people who do offend do not grow out of crime as readily as was once believed. The success of the early intervention work undertaken through Triage means that the Youth Offending Team is working closely with a cohort of young offenders who are amongst the most 'prolific' and 'high risk' offenders requiring more intense and costly interventions.

In developing our plan we have taken into consideration key risk factors associated with youth crime:

- **Opportunity for crime**
- **Low parental supervision**
- **Poor educational attainment**
- **Persistent truancy**
- **Peer pressure and associating with other offenders**
- **Substance misuse**
- **Lack of victim empathy**
- **Gang involvement**

The location of the Youth Offending Team within Children's Services creates an effective framework in which to address the factors identified above enabling collaborative and systemic partnership working between the Youth Offending Team and other teams working with the same young people (schools, children in need and looked after children). The plan aims to address the youth justice board key requirements:

- Confronting young offenders with the consequences of their offending, for themselves and their family, their victims and the community and helping them to develop a sense of personal responsibility.
- Intervention that tackles the particular factors (personal, family, social, educational or health) that put the young person at risk of offending and which strengthens "protective factors".
- Punishment proportionate to the seriousness and persistence of offending.
- Encouraging reparation to victims by young offenders.
- Reinforcing the responsibilities of parents.

Particular attention will be paid to reviewing the Youth Offending Team services to achieve a highly skilled and needs led service including greater use of restorative justice and an emphasis on achieving meaningful engagement with young people.

Amongst our priorities is to ensure staff are supported, managed effectively and developed. This includes regular supervision that offers robust management oversight and identifies training and development needs as well as completing Appraisals. Regular team meetings that will assist in the team working together to drive up standards of improvement and be accountable as a team. 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.

Summary of our challenges and priorities for 2014/15:

To continue to deliver successfully on all Youth Justice outcome measures there needs to be a continued focus on ensuring the YOT are aware of their strengths and areas for development whilst ensuring there is a greater understanding of trends and patterns of offending among Harrow Youth.

Priorities for the service include;

- **Review and revision of the Youth Offending Team Management and Delivery Structure, to meet more effectively the changing demands and expectations of the Youth Justice System.**
 - Building a skilled and stable workforce
 - Ensuring high quality assessments and intervention delivery
 - Continue to improve management oversight and follow up as identified in YJB audit
 - Greater focus on ensuring identified vulnerabilities are reflected in intervention planning and delivery

- **The effective use of data in order to analyse patterns and trends in year and over time, to inform more targeted service delivery**
 - Develop a 'menu' of interventions reflecting trends within the service
 - Ensuring service is needs led
 - Further involvement of young people and their families in the shaping of intervention and service delivery
 - Greater understanding of effectiveness of interventions for young people

- **Reducing the number of CLA offending and re-offending**

- Appropriate allocation of resources recognizing the complexity of this cohort
- Effective partnership working
- Reducing the number of young people remanded to local authority care
- Ensuring vulnerabilities are reflected through all stages of assessment

As of the 22nd August 2014 Harrow had a looked after children population of 168, of whom 9 young people (5.3%) were known to the Youth Offending Team. Many of the young people known to the Youth Offending Team have and continue to experience difficulties in accessing education.

APPENDIX 1

HARROW YOUTH OFFENDING

MANAGEMENT BOARD

TERMS OF REFERENCE

The aim of the Youth Offending Management Board is to provide strategic oversight of the youth offending partnership, thereby ensuring effective and efficient delivery of services to meet its statutory requirement to prevent offending and re-offending by young people.

The Management Board is responsible for ensuring that the Youth Offending Team is focused on achieving targets set by the Youth Justice Board and that the Youth Offending Team works to National Standards aimed at achieving better outcomes for children and young people who come to the attention of the youth justice system.

Purpose/Objectives

- To set the overall strategic direction for the Youth Offending Team partnership and to monitor both the national and locally agreed performance indicators.
- To ensure the work of the service is delivered to a high standard and provides best value, receiving regular quality assurance information as agreed. Safeguarding and public protection work will be prioritized.
- To consult and agree any proposed significant changes to service provision, ensuring that any changes enable the statutory aim of preventing offending and re-offending to be properly discharged.
- To ensure adequate resourcing is made available to the Harrow Youth Offending Team to deliver its statutory aims and that any ring fenced monies are used to support their intended purpose.
- To ensure both financial probity and best value spend, approving the annual budget for the Youth Offending Team partnership and monitoring its expenditure by receiving updated financial reports at least three times a year.

- To ensure partners contribute to strategic oversight at a sufficient level of seniority to be able to direct resources and services and to ensure effective challenge across the partnership.
- To provide an annual report to the Safer Harrow Partnership Board and the Local Children’s Safeguarding Board.

To receive quarterly performance reports

§ Membership

The Harrow Youth Offending Management Board should comprise of senior representatives of the local authority chief executive and of chief officers from the statutory partners including: education, police, probation, housing and health. It is essential members of this group have sufficient seniority and authority to be able to commit resources to the Youth Offending Team or wider youth crime prevention agenda and problem solve without having to refer back to their chief officer, though they will need to account properly to their own agency for their decisions.

Name	Role and organisation	Contact Details
Chris Spencer	Director Children and Families	chris.spencer@harrow.gov.uk
Kamini Rambellas	Divisional Director Targeted Services	kamini.rambellas@harrow.gov.uk
Ann Garratt	YOT Service Manager	Ann.garratt@harrow.gov.uk
Aman Sekhon-Gill	Team Manager, YOT	Aman.Sekhon-Gill@harrow.gov.uk
David Harrington	Head of Business Intelligence	David.Harrington@harrow.gov.uk
Chief Superintendent Simon Ovens	Harrow BCU Commander (Metropolitan Police)	Simon.N.Ovens@met.pnn.police.uk

Mike Howes	Senior Policy Officer	Mike.Howes@harrow.gov.uk
Mike Herlihy	Legal Team Manager, Harrow Youth Court	hamlin.herlihy@talktalk.net
Farzana Aldridge	Head of Harrow School Improvement Partnership (for education & learning)	Farzana.Aldridge@harrow.gov.uk
Adela Kacprzak	Assistant Chief Officer, Probation Service	Adela.Kacprzak@probation.gsi.gov.uk
Russell Symons	Senior Probation Officer, Probation Service	russell.symons@london.probation.gsi.gov.uk
Sue Dixon	Designated Nurse Safeguarding Children Harrow CCG	suedixon@3nhsnet
Dan Burke	Voluntary Sector	dburke@ignitetrust.org.uk
Jackie Shaw	Service Director CAMHS	jackieshaw2@nhs.net
Hannah Caudle	Service Manager, COMPASS Harrow	Hannah.kaim-caudle@compass-uk.org

Process and administration

The Harrow Youth Offending Management Board will meet once every six weeks for up to two hours. Dates, times and venues will be circulated 12 months in advance. Additional extraordinary meetings may be convened in agreement with Board members.

An attendance register will be maintained by the Board and it is expected that where a Board member is unable to attend a Board meeting a suitable representative should attend in their stead. Two absences from the board meeting will trigger a letter about the impact on the partnership.

The agenda and relevant papers will be circulated to Board members 5 working days prior to the meeting. Any late papers will be circulated as soon as they are available but their inclusion in the agenda on the day will be a matter for Board members to agree.

The meeting minutes will be circulated within 10 working days of the meeting taking place.

The Board must have at least 5 members present (excluding YOS manager) at a meeting to be quorate. Each Board member has an equal voting right. However where a conflict of interest is identified this must be declared at the start of the meeting and that member must withdraw from the discussion.

The terms of reference will be reviewed annually by the Board on the last meeting before the end of the financial year.

APPENDIX 2

Workforce Development Plan

HARROW YOUTH OFFENDING TEAM WORKFORCE DEVELOPMENT PLAN

Nb This is a live document and will be updated according to needs of service

AREA OF DEVELOPMENT LINKED TO YOUTH JUSTICE PLAN PRIORITIES	TRAINING IDENTIFIED *NB some training will cross over priorities	FOR WHO	BY WHEN
<ul style="list-style-type: none"> • Review and revising a Youth Offending Team Management and Delivery Structure, to meet more effectively the changing demands and expectations of the Youth Justice System. - Building an skilled and stable workforce - Ensuring high quality assessments and intervention delivery - Continued improved management oversight and follow up as identified in YJB audit - Greater focus on ensuring identified vulnerabilities are reflected in intervention 	<ol style="list-style-type: none"> 1) Further Safeguarding Training accessed through LSCB 2) Workshop on SMART and meaningful plans from Child Protection Chairs within Harrow 3) Member of management group to attend “Managing Your Team” through West London Alliance (WLA) Programme, which has modules on managing change within a service / organisation. 4) To access specialised training in relation to young people who offend 	<ol style="list-style-type: none"> 1) All Staff 2) All Case Managers 3) Member of management group 	<ol style="list-style-type: none"> 1) November 2014 on course 2) September 2014 completed 3) To check when WLA are running programmes.

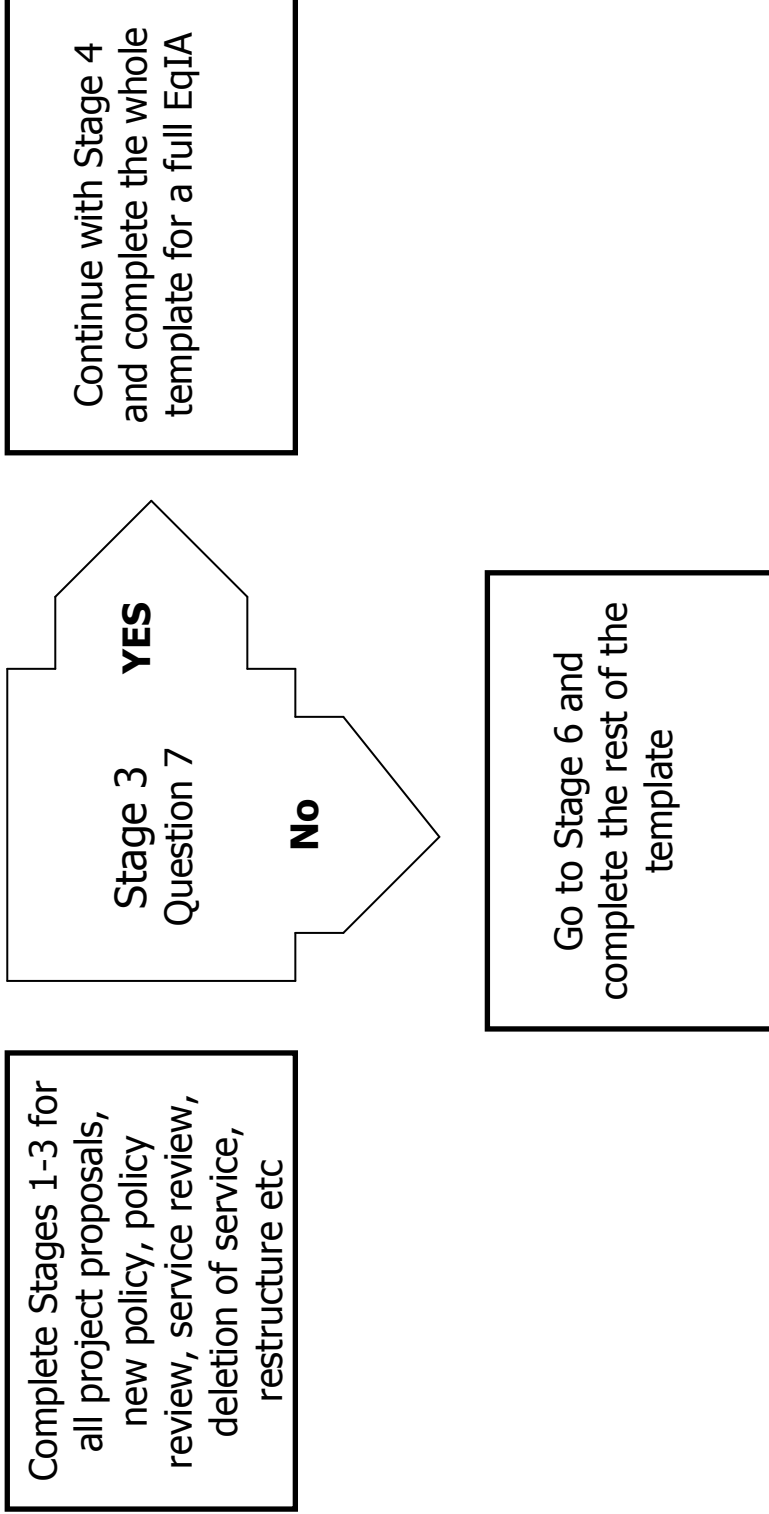
<p>planning and delivery</p> <ul style="list-style-type: none"> • The effective use of data in order to analyse patterns and trends in year and over time, to inform more targeted service delivery - Develop a 'menu' of interventions reflecting trends within the service - Ensuring service is needs led - Further involvement of young people and their families in the shaping of intervention and service delivery - Greater understanding of effectiveness of interventions for young people 	<p>and vulnerabilities.</p> <ol style="list-style-type: none"> 1) Train in further 1-1 GoalsUK training looking at "coaching" and "goal setting" as a method of engaging and working with young people 2) Member of the management group to train in AIM (Working with young people who sexually offend) to ensure effective oversight and support offered to AIM trained staff within service. 	<p>4) All Case Managers</p> <ol style="list-style-type: none"> 1) All those who attended stage 1 including Early Intervention and YOT staff. 2) Member of the management group 	<p>4) November 2014 on course</p>
<ol style="list-style-type: none"> 1) October 2014 on course 2) To check when programme is next being delivered. 			

<ul style="list-style-type: none"> • Reducing the number of CLA offending and re-offending - Appropriate allocation of resources recognizing the complexity of this cohort - Effective partnership working - Reducing the number of young people remanded to local authority care - Ensuring addressed vulnerabilities are reflected through all stages of assessment 	<ol style="list-style-type: none"> 1) Workshop on delivery of services to court to ensure confidence is increased, leading to continued reduction in remands. 2) Training in restorative Justice Methods of delivery. 	<ol style="list-style-type: none"> 1) All staff who deliver a service to courts 2) All staff not trained within YOT, as well as training those within Social Care teams. 	<ol style="list-style-type: none"> 1) September 2014 on course 2) November 2014
<p>ADDITIONAL AREAS IDENTIFIED</p>			

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Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick	Type of Decision:	Tick
Transformation		Cabinet	X
Capital		Portfolio Holder	
Service Plan	X	Corporate Strategic Board	
Other		Other	
Title of Project: Harrow Youth Offending Partnership Youth Justice Plan 2014-15			
Directorate / Service responsible: Children and Families Directorate, Targeted Services Division			
Name and job title of lead officer: Chris Spencer Director Childrens Services.			
Name & contact details of the other persons involved in the assessment: Ann Garratt Service Manager Youth Offending Team. Tel ext 6976 Aman Sekhon-Gill Tel ext 6755			
Date of assessment: 11 th August 2014			

Stage 1: Overview

<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>It is a statutory requirement to produce an annual Youth Justice Plan for Harrow.</p> <p>The plan identifies the responsibilities and the actions required by the Youth Offending Team and Partners to protect the public, prevent crime and anti-social behaviour committed by young people with the overall aim of improving the life chances for children and young people.</p> <p>The Youth Offending Team does not undertake prevention work with young people who are at risk of offending. First time entrants refers to young people who have committed an offence but are diverted from the criminal justice system through</p>
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TRIAGE.

The Youth Offending Team follows a series of processes prescribed by the Youth Justice Board, including the completion of an assessment (ASSET) of the young person from which an individualised intervention plan is developed.

The Youth Offending Team receives funding from the YJB on the completion of the annual Youth Justice Plan. Harrow Council also provides funding. The Metropolitan Police, Probation and Health all provide funding in kind. In addition the Youth Offending Team commissions services eg parenting programmes.

The Youth Justice Board has identified 3 outcome indicators for all Youth Offending Teams:

Reducing first time entrants to the criminal justice system

Reducing re-offending

Reducing the risk of custody.

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The Youth Offending Team receives funding from the YJB on the completion of the annual Youth Justice Plan. Harrow Council also provides funding. The Metropolitan Police, Probation and Health all provide funding in kind. In addition the Youth Offending Team commissions services eg parenting programmes.

The Youth Justice Board has identified 3 outcome indicators for all Youth Offending Teams:

Reducing first time entrants to the criminal justice system

Reducing re-offending

Reducing the risk of custody.

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2. Who are the main people / Protected Characteristics that may be affected by your proposals? (all that apply)

Residents / Service Users	Partners	Stakeholders
x	x	x
Staff	Age	Disability
Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity
Race	Religion or Belief	Sex
Sexual Orientation	Other	

3. Is the responsibility shared with another directorate, authority or organisation? If so:

- Who are the partners?

The responsibility for the Harrow Youth Offending Team lies within the Children and Families Directorate. The work of the Youth Offending Team is overseen by a statutory multi agency Management Board whose members include Police,

<ul style="list-style-type: none"> Who has the overall responsibility? How have they been involved in the assessment? 	<p>Probation, Health, Youth Justice Board, the Court and the third sector.</p> <p>The Youth Justice plan is produced in consultation with the Youth Offending Management Board.</p> <p>Overall responsibility is with the Youth Offending Management Board.</p>
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Stage 2: Evidence / Data Collation

4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.

The Youth Offending Management Panel has undertaken a self assessment using the Youth Justice Board Self Assessment to inform the development of the plan. Underpinning the plan are the 3 outcome indicators identified by the Youth Justice Board : reducing first time entrants to the criminal justice system, reducing re-offending, reducing the risk of custody.

There has been a reduction in first time entrants to the criminal justice system from 127 in 2011/12 to 79 in 2012/13

The latest available figures for re-offending in the year 2011/12 identified a further reduction in re-offending rates to 35% from 41.6% (ie 70 out of 200 young people were re-offenders compared to 99 young people out of 238

There has been a reduction in the numbers of young people in custody from 17 in 2011/12 to 10 young people in 2012/13.

The plan takes into account interventions and activities which have impacted on the 3 outcome indicators.

In addition Harrow has a high number of young people who are looked after who are offenders/re-offenders. The strategy to reduce the number of looked after children in the criminal justice system is linked to the plan.

Age (including carers of young/older people)	The Youth Offending Team works with young people aged 10-17 years.
Disability (including carers of disabled people)	Young people who offend may be in this category
Gender Reassignment	It is possible that young people who offend may be in this category
Marriage / Civil Partnership	Due to the age of young people who the youth offending team works with few, if any, young people who

	offend may be in this category.		
Pregnancy and Maternity	Young people who offend may be in this category		
Race	Young people who offend may be in this category		
Religion and Belief	Young people who offend may be in this category		
Sex / Gender	Young people who offend may be in this category		
Sexual Orientation	Young people who offend may be in this category		
Socio Economic	Young people who offend may be NEET (not in education, employment or training)		
5. What consultation have you undertaken on your proposals?			
5.1	Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?
	The Harrow Youth Offending Management Board	Involved in the Youth Justice Board self assessment and the development of the Harrow 2014/15 youth justice plan.	Limited or nil adverse impact
	Young people	Completion of "What do you think?" forms	Limited or nil adverse impact
	Youth Justice Board Business Partner	Attends the Youth Offending Management Board	Limited or nil adverse impact
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this		Monthly and quarterly performance reports.	
			What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
			Fed into the 2014/14 Harrow youth offending partnership youth justice plan
			Fed into the 2014/14 Harrow youth offending partnership youth justice plan
			Fed into the 2014/14 Harrow youth offending partnership youth justice plan

assessment?
 The Youth Justice Board self assessment.
 The Youth Justice Action Plan 2013/14
 The Harrow Youth Offending Team Annual Report 2013/14

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	X	X	X	X	X	X	X	X	X

YES - If there is a risk of disproportionate adverse impact on any ONE of the Protected Characteristics, continue with the rest of the template.

§ **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA. It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

02

NO - If you have ticked 'No' to all of the above, then go to Stage 6

§ Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)		X	The plan addresses the 3 outcomes identified by the Youth Justice Board Reducing first time entrants Reducing re-offending Reducing the use of custody	
Disability (including		X	The plan addresses the 3 outcomes identified by the Youth Justice Board	

carers of disabled people)			Reducing first time entrants Reducing re-offending Reducing the use of custody	
Gender Reassignment	X		The plan addresses the 3 outcomes identified by the Youth Justice Board Reducing first time entrants Reducing re-offending Reducing the use of custody	
Marriage and Civil Partnership	X		The plan addresses the 3 outcomes identified by the Youth Justice Board Reducing first time entrants Reducing re-offending Reducing the use of custody	
64 Pregnancy and Maternity	X		The plan addresses the 3 outcomes identified by the Youth Justice Board Reducing first time entrants Reducing re-offending Reducing the use of custody	
Race	X		The plan addresses the 3 outcomes identified by the Youth Justice Board Reducing first time entrants Reducing re-offending Reducing the use of custody	
Religion or Belief	X		The plan addresses the 3 outcomes identified by the Youth Justice Board Reducing first time entrants Reducing re-offending	

			Reducing the use of custody			
Sex		X	The plan addresses the 3 outcomes identified by the Youth Justice Board Reducing first time entrants Reducing re-offending Reducing the use of custody			
Sexual orientation		X	The plan addresses the 3 outcomes identified by the Youth Justice Board Reducing first time entrants Reducing re-offending Reducing the use of custody			
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?				Yes	No	X
Q51 If yes, which Protected Characteristics could be affected and what is the potential impact?						
11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?				Yes	No	X
If yes, what is the potential impact and how likely is to happen?						
12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation						
	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race
						Religion and Belief
						Sex
						Sexual Orientation
Yes						

No	X	X	X	X	X	X	X	X	X
<p>If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)</p>									
<p>If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.</p>									
<p>§ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4)</p>									
<p>§ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4)</p>									
<p>Stage 6: Decision</p>									
<p>13. Please indicate which of the following statements best describes the outcome of your EqIA (tick one box only)</p>									
<p>Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.</p>									
<p>Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i></p>									
<p>Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)</p>									
<p>Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)</p>									
<p>13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12, explain your justification with full reasoning to continue with your proposals.</p>									

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure	Target Date	Lead Officer	Date Action included in Service /
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/ Target			Team Plan

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

07

<p>15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>The monthly and quarterly performance reports will measure the impact of the plan. The plan will be reviewed by the Youth Offending Management Board. The Youth Justice Board self assessment will be reviewed to inform the annual youth offending plan.</p>
<p>16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>Performance will be reported to the Youth Offending Management Board on a quarterly basis. Annual report to Harrows Corporate Parenting Panel. Reporting to the Safer Harrow Partnership.</p>
<p>17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>None</p>

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
Harrow Children and Families Directorate currently operate within these requirements and will continue to do so.	See left column	See left column

**Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.**

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?

Signed: (Lead officer completing EqIA)	Ann Garratt	Signed: (Chair of DETG)	Roger Rickman
Date:	21 st August 2014	Date:	21 st August 2014
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	16 September 2014
Subject:	Harrow Progress Toward National Procurement Strategy Recommendations
Responsible Officer:	Tom Whiting, Corporate Director of Resources
Scrutiny Lead Member area:	Councillor Stephen Wright, Policy Lead Corporate Resources Councillor Adam Swersky, Performance Lead Corporate Resources
Exempt:	No
Wards affected:	All
Enclosures:	National Procurement Strategy for Local Government in England 2014

Section 1 – Summary and Recommendations

This report sets out the Council's current position against each of the recommendations made for Single Tier Councils in the National Procurement Strategy for Local Government in England 2014.

Recommendations:

That the Committee notes:

1. The current position of the Council's procurement processes and procedures toward the recommendations for Single Tier Councils set out in the National Procurement Strategy for Local Government in England 2014; and
2. That an annual Procurement Report will be submitted to the Committee to provide information on procurement activity in the previous year, progress toward delivery of targets set out in the Council's Commercial and Procurement Strategy and progress against the recommendations of the NPS.

Section 2 – Report

Introduction

1. A new National Procurement Strategy (NPS) for Local Government was launched by the Local Government Association 10 July 2014. The NPS is structured as a series of recommendations for District Councils, Single Tier and County Councils and Professional Buying Organisations (PBOs) to follow.

Progress Toward NPS Recommendations

2. The status of the Council's Commercial and Procurement processes and procedures against the recommendations in the NPS are set out in Appendix A attached. This sets out all recommendations made for single tier Councils and identifies the Council's current position against each of these. Good progress is being made in all areas with only a few items identified as 'red' on a RAG status basis.
3. It is proposed that going forward the Commercial, Contracts and Procurement Division will produce an annual Procurement Report setting out information on procurement activity undertaken in the previous year to include an update on progress against the deliverables set out in the Commercial and Procurement Strategy (approved by Cabinet at its meeting on 17 July 2014) and progress against NPS recommendations and that this report be submitted to the Oversight and Scrutiny Committee

Financial Implications

There is budget provision for a Commercial, Contract and Procurement Division. The actions and activities detailed in the report are funded within this existing resource. .

Performance Issues

This report has no direct impact on any performance indicators.

Environmental Impact

There are no direct environmental impacts arising from this report

Risk Management Implications

This report has no direct risk management implications.

Equalities Implications

There are no direct equalities impacts arising from

Council Priorities

There are no direct impacts on Council Priorities arising from this report.

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 21 August 2014		
Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 22 August 2014		

Ward Councillors notified:	YES/ NO <i>* Delete as appropriate.</i>
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Section 4 - Contact Details and Background Papers

Contact: Terry Brewer,
Divisional Director Commercial, Procurement and Contracts
terry.brewer@harrow.gov.uk
Tel: 020 8424 8442

Background Papers:

1. National Procurement Strategy for Local Government in England 2014
2. Harrow Council Commercial and Procurement Strategy 2014+

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Appendix A - Harrow Progress Toward National Procurement Strategy Recommendations

Theme A: Savings

Recommendations for single tier and county councils	Harrow Position	Rag Status
<p>1. Category Management</p> <ul style="list-style-type: none"> • Category management helps councils to make savings by maximising value from areas of spend • Councils achieve savings through developing and using more standard specifications for appropriate goods and services • A broad understanding of the local government supply market is gained through appropriate spend and supplier analyses 		
Set out the rationale for a category management approach in the corporate procurement strategy	Category management is a clear part of the Savings theme within the Council's Commercial and Procurement Strategy approved at Cabinet on 17 July 2014.	G
Invest in category managers or, as a minimum, commit to the outputs from the national or regional strategies where appropriate	The structure of the Commercial, Contracts and Procurement Division (CCPD) includes 4 x Commercial Business Specialist roles (effectively category managers)	G
Identify the main spend categories in their council and have a clear category management strategy in place to ensure value for money (VFM) for these categories of spend	A full category management analysis of the Councils third party spend has been completed and has been used to inform the Using the Market group to identify cross cutting savings	G
Review existing framework arrangements at early stages of procurement to reduce duplicated effort.	The CCPD utilises framework agreements wherever possible to reduce time and effort. Consideration of framework arrangements	G

Recommendations for single tier and county councils	Harrow Position	Rag Status
	is supported through the Procurement Gateway process which has been introduced to ensure full consideration of options is made pre-procurement.	
Recognise the benefits from engaging with a national approach and ensure timely publication of data to ensure a robust analysis can take place	The Council's contract register has been updated and is now comprehensive to enable CCPD to take an early view of upcoming procurements to determine which approach (national, Regional or local) may be the most appropriate for any particular requirement.	G
<p>2. Partnering and Collaboration</p> <ul style="list-style-type: none"> • Councils make savings by aggregating spend through effective collaboration or via a shared service on common goods and services without compromising the need for social value and providing opportunities for local businesses • Shared procurement services and shared procurement posts allow all councils to recruit, develop and retain the best procurement resource and avoid unnecessary competition between individual councils for procurement expertise 		
Set out their approach to partnering and collaboration in their corporate procurement strategy	A Procurement Gateway process has been introduced which ensures that challenge is included in the procurement process to determine if partnering or collaboration would be appropriate.	G
Explore opportunities to procure through existing routes to market, in particular harnessing existing shared service of PBO resources.	All significant procurements are assessed pre-procurement to identify the optimum route to market – this includes full consideration of using PBO resources and opportunities where appropriate.	
Set targets for savings or income generation from collaborative spend	Officers do not agree that it would be appropriate to set a target for collaborative spend savings or income generation. Collaborative opportunities will be considered for all procurements as appropriate; setting a target for savings from such opportunities may detract from obtaining an optimum saving.	

Recommendations for single tier and county councils	Harrow Position	Rag Status
Consider the business case for new models of delivering procurement services	CCPD is open-minded about options for delivering procurement services and will continue to explore these with other organisations.	G
Maximise the use of all available procurement resources including across council boundaries.	Harrow Council is an active partner in the WLA and utilises a number of its procurement arrangements. It has also participated in a number of pan-London procurements and is leading on others and regularly uses framework agreements put in place by PBOs.	G
<p>3. Contract and Supplier Management</p> <ul style="list-style-type: none"> A corporate approach to contract management means councils can demonstrate their effectiveness in gaining most value from contracts Local authorities obtain best value from supply chains through proper relationship management 		
Contract management is part of the responsibilities of the councillor champion	Contract management is part of the role of the Portfolio Holder for Finance and Major Contracts	G
Integrate contract management within the council's procurement and commissioning models	Good contract management has not been consistently applied across the Council. The CCPD is completing a Contract Management Procedures document which will be rolled out by October 2014 to help raise the standard of contract management.	A
Invest resources in developing and sustaining a capacity for good contract management	This is being progressed on a phased basis. The first stage is to implement a Contract Management Procedures document. This will be followed by training and development of Council staff to ensure a common cross-Council understanding of contract management procedures. The resources required for individual contracts will need to be considered on a case by case basis.	A

Recommendations for single tier and county councils	Harrow Position	Rag Status
Demonstrate efficiency savings through better contract management	The CCPD is completing a Contract Management Procedures document which will assist to provide consistency in contract management across the Council. Good contract management helps to avoid contract 'creep' and ensure that the benefits envisaged when the contract was let are realised. Better tracking of benefits envisaged and change control procedures will assist with achieving efficiency savings in this area.	A
Scrutinises strategic contracts post award and ensures benefits are achieved	As above. .	
Councils monitor and enforce internal compliance to 'on contract spend'	The category management work undertaken by CCPD has identified a number of instances of 'off-contract' spend. Work is on-going to review the reasons for this to improve 'on-contract' spend levels.	A
Understand key suppliers and develop and implement performance indicators that are aligned with business outcomes	Key suppliers are known and understood and appropriate performance indicators are in place.	G
Identify second tier spend and activity for high value/high risk contracts	<p>Whilst the Council is aware of who key sub-contractors are in its high value/high risk contracts the Council does not currently routinely collect second tier spend and activity information. This will be introduced as and when contracts are renewed or where it has been possible to request existing suppliers to provide information.</p> <p>All high value contracts have been identified and we are in the process of identifying lower value contracts that may be of high risk.</p>	R

Recommendations for single tier and county councils	Harrow Position	Rag Status
Develop and agree exit strategies within all major contracts	Exit strategies, transition plans and mobilisation strategies are routinely considered as part of the procurement planning process and contracting procedures.	G
Expect main contractors to act fairly with supply chains and mandate timely payment to subcontractors through contract clauses	The inclusion of social value clauses within contracts and the inclusion of social value monitoring within the upcoming Contract Management Procedures document together with a review of the Council's terms and conditions of contract to include relevant clauses in all contracts will address these areas.	A
<p>4. Performance and Transparency</p> <ul style="list-style-type: none"> Supplier performance on contracts increases, and costs decrease across the whole sector through effective performance monitoring and transparency Innovation and transparency is improved because councils share commercial and performance data on common goods and services Published data, under the transparency code opens new markets for local business, the voluntary and community sectors, and social enterprises to run services or manage public assets. 		
Put systems in place to map contracts, measure spend, collect feedback and measure the benefits achieved	CCPD has mapped all contracts and measures spend on a category management basis and tracks savings, benefits etc..	G
Engage with regional or national information and data sharing	Via London Councils' boroughs (including Harrow) are using the Bravo spend analysis tool to analyse spend across the Capital. The Council's contracts register is published on the London Contracts Register portal. Harrow also shares information with the WLA to assist with collaborative procurements.	G
Insist on transparency throughout the supply chain	This issue will be picked up as appropriate as part of a review of Contractual Terms and Conditions currently on-going.	A

Recommendations for single tier and county councils	Harrow Position	Rag Status
Set savings targets that are performance managed.	CCPD is agreeing third party savings programmes with Services. This is being tracked both within CCPD but also as part of the Council's MTFS savings programme to ensure delivery	G
Publish data in relation to contracted-out services in accordance with the Transparency Code	Data is published in accordance with the Transparency Code.	G
Ensure the rights to the data created as a result of a service being contracted out remains with the council.	This issue will be picked up as appropriate as part of a review of Contractual Terms and Conditions currently on-going.	A
Extend the requirement to publish information on performance and costs to contractors	This issue will be picked up as appropriate as part of a review of Contractual Terms and Conditions currently on-going.	A
5. Risk and Fraud Management <ul style="list-style-type: none"> Risks are identified and managed through an approach to risk management that is integral to the council's corporate processes Fraudulent procurement practices are identified and reduced in both the supply chain and post contract award. 		
Risk management should be integrated into Procurement processes. It is considered early, discussed with suppliers and regularly monitored	Risk is considered for major contracts but this is being further rolled out as a result of the introduction of the Procurement Gateway process.	A
Identify strategically important (high value and/or high risk) contracts on the risk register and regularly monitor both by officers and members	High value contracts have been identified. Work is on-going to identify in conjunction with Services any other contracts that may be of relatively low value but carry a high risk.	A
Proactively audit contracts to check for fraud	Due diligence/probity checks are conducted as part of the procurement process. Post award, through contract management	A

Recommendations for single tier and county councils	Harrow Position	Rag Status
	we ensure that goods and services have been delivered at the volume and quality we have purchased.	
Include whistleblowing policies as part of contract conditions	This issue will be picked up as appropriate as part of a review of Contractual Terms and Conditions currently on-going.	A
Require main contractors to mirror these policies in their subcontracting arrangements	This issue will be picked up as appropriate as part of a review of Contractual Terms and Conditions currently on-going.	A
6. Demand Management <ul style="list-style-type: none"> Costs and oversupply are reduced through implementation of demand management techniques within the procurement and commissioning cycle. 		
Councils build in a demand management approach before procurement begins	As part of the pre-procurement process demand management is considered to ensure that the procurement properly reflects genuine and actual need.	G
Ensure procurement and commissioning strategies and processes take account of demand management techniques	See above	G
Involve procurement teams at an early stage in developing alternative ways to meet demand	CCPD has pulled together a comprehensive Contracts Register which is enabling it to be pro active in forthcoming procurements and engage early with Services to discuss a range of issues including demand management	G

Theme B: Supporting Local Economies

Recommendations For single tier and county councils	Harrow Position	RAG Status
<p>1 Economic, Environmental and Social Value</p> <ul style="list-style-type: none"> Councils gain maximum value from procurement through inclusion of economic, environmental and social value criteria in contracts for good/services and works Councils reduce waste by making sustainable choices when procuring products and services - helping them to cut costs, and meet their social, economic and environmental objectives. 		
<p>An officer social value champion is appointed and provides leadership on issues relating to social value.</p>	<p>This is led by the Head of Economic Development and Research who acts as the officer social value champion.</p>	G
<p>Social value opportunities in all tenders, including those below the EU thresholds and for goods where appropriate.</p>	<p>The Council has a good record in delivering social value in contracts and has won several awards. A Gateway process has been introduced to ensure that this good work is embedded also at lower procurement values.</p>	G
<p>Bidders are requested to demonstrate community benefits through the whole supply chain</p>	<p>Social value requirements are being embedded into the Councils procurement processes at the first tier supplier level. Further work needs to be undertaken to extend this further down supply chains.</p>	A
<p>Consider and describe how the economic, social and environmental well-being of communities can be improved</p>	<p>Harrow has approved a Sustainable Procurement Policy which sets out mechanisms by which the economic, social and environmental well-being of communities can be improved</p>	G

Recommendations For single tier and county councils	Harrow Position	RAG Status
Ensure that social value requirements do not cause unintended consequences (eg apprentices being unable to complete their apprenticeships as contracts always require 'new' apprentice places to be created).	The approach taken is to request contractors to explain how they can best meet Harrow's social value requirements. In this way unintended consequences are avoided by ensuring that contractors respond with proposals rather than the Council taking an input based approach.	G
Take account of the powers in the EU regulations that encourage use of mutuals, Social Enterprises and supported factories	Where appropriate Harrow will make use of the powers provided in the revised EU Regulations once enacted.	G
Build in sustainability into the whole procurement cycle	Sustainability is built into the life of contracts.	G
Social, Economic, Environmental assessments are undertaken for each procurement project	This assessment is considered as part of the Procurement Gateway process (pre-procurement).	G
Consider ethical issues, including fair pay, zero hours contracts, child labour and animal testing throughout the supply chain	These issues are considered on a case by case basis but will be embedded on a wider basis as part of a review of Contractual Terms and Conditions currently on-going. London Living Wage issues will be considered as appropriate on a contract by contract basis by obtaining 2 prices from bidders (with LLW/without).	A
<p>2. Improving Access for SMEs and VCSEs</p> <ul style="list-style-type: none"> • A wide range of suppliers are encouraged to do business with councils through use of Portals to advertise tender opportunities • Barriers to doing business with the council are removed without compromising due process • SME's and VCSE's are able to identify potential 'partners' with whom to form consortia to bid for council contracts • Councils identify forward spend wherever possible and use this data to inform pre-market engagement and supplier planning 		

Recommendations For single tier and county councils	Harrow Position	RAG Status
Identify all procurement opportunities through local or regional portals and national portals where appropriate	Harrow opportunities are advertised on the London Tenders Portal.	G
Ensure websites make it clear which portals are being used to advertise tender opportunities and how suppliers can register	The Harrow web site sets out for companies how to search for opportunities via the London Tenders Portal. The London Tenders Portal has clear registration instructions.	G
Engage with local umbrella bodies such and FSB to ensure that procurement and engagement strategies will not inadvertently discourage suppliers	Harrow works closely with FSB and other business associations to promote opportunities and regularly holds pre market engagement events to ensure that our procurements encourage suppliers.	G
Ensure procurement processes are not overly-rigid, cut off from day to day service provision or contain disproportionate requirements (e.g. insurance levels)	Through meet the buyer and pre market engagement events, as well as through monitoring of responses to procurements and consideration of Procurement Gateway Reviews pre-procurement procurement processes are reviewed to ensure they do not contain disproportionate requirements. Further work to be completed to ensure this approach is embedded on a consistent basis.	A
Require prime contractors to report any failure to comply with payment terms and mandate payment by suppliers to their subcontractors be no greater than those in the primary contract, through contract clauses.	A thorough review of the Council's Terms and Conditions of contract is being undertaken to ensure that they reflect the Council's needs and objectives. This will include clauses regarding payment terms for sub contractors.	A

Recommendations For single tier and county councils	Harrow Position	RAG Status
Engage with single simplified PQQs such as PAS91 for construction	Discussions are being held with Constructionline which manages the PAS91 PQQ for construction about its usage within Harrow. Divisional Director CCP is engaged in discussions between the LGA and Crown Commercial Service about future shape and content of PQQs.	A
Learn from and engage with the supply base and other councils on a regional basis through market days for future projects	Harrow regularly uses market days or market sounding to help shape future procurements. Learning and exchange of information across London takes place at the London heads of Procurement network.	G
Ensure that lotting strategies do not create unwanted barriers for smaller businesses.	Lotting will be considered in future procurements as part of Procurement Gateway process (pre-procurement).	A
Engage in proactive pre-market engagement with the supplier base and through the commissioning process with users and advocates	Harrow holds pre-market engagement with suppliers and through the commissioning process.	G
Allow sufficient time in the procurement process for suppliers to form consortia	Where considered appropriate this is built in to procurement processes.	G
Make suppliers aware of trading opportunities and secure their input and expertise	Harrow opportunities are advertised on the London Tenders Portal and meet the buyer events and pre market engagement is undertaken to ensure that our procurements obtain suppliers input and expertise. .	G

Theme C: Leadership

Recommendations For single tier and county councils	Harrow Position	RAG Status
<p>1 Single Cohesive Voice</p> <ul style="list-style-type: none"> Central Government policy takes into account the needs and differences of local government because local government procurement speak clearly with one cohesive voice 		
Engage with networks to encourage discussion and input into NAG as a national voice	The Divisional Director CCP is deputy chair of NAG and therefore Harrow is very engaged in national discussions.	G
Join with PBO's showcase and share good practice to influence Government and the wider public sector	See above	G
<p>2 Commitment from the top</p> <ul style="list-style-type: none"> Procurement is recognised as strategically important by chief executives, members and senior officers within local authorities Procurement is supported in each authority through the appointment of a councillor champion Best overall value has been considered in all council's addressable third party spend Procurement is a driver to implement council policy 		
Overall responsibility for Procurement rests at Director level and councils are committed to a strategic approach to procurement and delivering outcomes from this NPS	Responsibility for procurement in Harrow is with the Divisional Director CCP. A Commercial and Procurement Strategy has been agreed by the Council which reflects the issues set out in the NPS.	G
Ensure there is a strategic alignment of	Procurement is strategically aligned with the work of the s151	G

Recommendations For single tier and county councils	Harrow Position	RAG Status
procurement with Finance Director/s 151 Officer or Director of Business Transformation	officer.	
Provide periodic updates to senior managers and elected members on implementation of good practice (set out in this NPS) and relevance to organisation	Regular updates are provided to Portfolio Holders and principal officer groups. In addition regular reports are provided to Committees as appropriate.	G
An elected member champion from the executive has procurement, commissioning and contract management as a substantial part of their portfolio	The Cabinet Member for Finance and Major Contracts has these areas as part of his portfolio.	G
Procurement professionals influence all third party spend	CCPD is fully engaged with all procurement activity in the Council.	G
Procurement professionals work closely with their commissioning colleagues to ensure best possible outcomes are achieved	CCPD Business Partners work closely with commissioning colleagues to deliver optimum outcomes.	G
The procurement strategy underpins the corporate strategy and a commitment to achieving the wider corporate objectives of the council is demonstrated	The Commercial and Procurement Strategy approved by Cabinet fully supports the objectives set out in the Corporate plan.	G
<p>3. Commissioning</p> <ul style="list-style-type: none"> Councils identify strategic outcomes in relation to assessed user needs, and design and secure appropriate services to deliver these outcomes Councils better understand and manage demand through the commissioning process to better target services efficiently and effectively 		
Use a strategic commissioning approach to appraise new service delivery models	CCPD works closely with strategic commissioners to ensure that service delivery models are fully researched and appraised prior to procurements. This process is now supported through the introduction of a Procurement Gateway (pre-procurement) process.	G

Recommendations For single tier and county councils	Harrow Position	RAG Status
Procurement and Commissioning staff work together to ensure best outcomes for service users	See above	G
Demonstrate a willingness to move to multi-functional delivery	Both Commissioners and CCPD are very open to new delivery models and ways of working as part of the service delivery appraisal process to ensure best outcomes for recipients of services.	G
Set out a corporate approach to decommissioning services which includes <ul style="list-style-type: none"> • Clear objectives • Co-produced products and strategy • Communications strategy • Transparency • Timescales and timetable • Risk management • Defined roles for those involved 	Harrow has experience of professional project management of the decommissioning of services and guidance is available but this has not as yet been described in a corporate approach.	A
4. Procurement Training <ul style="list-style-type: none"> • Councils build better procurement competencies across the organisation by ensuring staff are equipped with the knowledge, training, and practical skills needed to derive maximum benefit from procurement practices. • Councils are more influential with suppliers through taking a more commercial approach to procurement • Council officers understand and implement the flexibilities afforded by the new EU Procurement Directives 		
Invest in their officers having the professional, leadership and interpersonal skills required to deliver council objectives through better procurement.	4 staff in procurement are currently in formal training to develop their procurement skills and capabilities. The team also attend conferences and seminars on a limited basis where appropriate to keep up with current professional practice.	G
Implement a development programme which takes into account the new context and models for good procurement	As above. In addition CCPD has a Divisional Personal Development Programme to help identify and deliver training needs at both individual and team level. .	G

Recommendations For single tier and county councils	Harrow Position	RAG Status
Encourage councillors to engage with procurement and commissioning training being offered through the LGA Leadership Academy	Discussions have been held with the Portfolio Holder (Finance and Major Contracts) regarding the LGA Leadership Academy training	A
Invest in developing commercial skills including costs and profit, the market and service quality, relationship building and renegotiation skills	A number of staff in CCPD are undertaking formal procurement training which includes commercial skills development as part of the course. Further work needs to be undertaken to ensure all procurement staff have these skills and that where appropriate this will rolled out to wider Council staff as part of a 'procurement driving licence' training programme.	A
Engage with training on new EU Procurement Directives	Staff from CCPD have attended courses run by Crown Commercial Service on the new EU Directives.	G
Cascade training where appropriate across the council and to districts	Once suite of new procedures and tools has been rolled out (covering <i>inter alia</i> Contract Procedural Rules, Procurement Guidance, Contract Management Procedures, Procurement Card Policy) a training programme across the Council will be rolled out. This will be supplemented by holding 'procurement surgeries' to assist with issues staff in Services may be experiencing difficulties with.	A

Theme D: Modernisation

Recommendations For single tier and county councils	Harrow Position	RAG Status
1 Commercialisation and income generation		
<ul style="list-style-type: none"> Councils procurement staff are more commercially minded, and understand and realise benefits from all funding streams including how contracts can be developed to generate income 		
Councils invest in training and developing commercial acumen for new and existing staff	4 staff in procurement are currently in formal training to develop their procurement skills and capabilities. The training includes commercial aspects of procurement. More focussed training in this area will be delivered as required.	A
Councils develop forward savings and income generation plans	A 'Using the Market' group led by CCPD has developed a forward savings and income generation plan to support the MTF5 3 year savings programme.	G
2 Supplier innovation		
<ul style="list-style-type: none"> Suppliers are able demonstrate innovation through all stages of the procurement cycle. 		
Use early market engagement, and set out well-structured procurement processes, to allow for innovative approaches to be put forward	Harrow uses market days and market sounding where appropriate to seek innovation from suppliers.	G
Harness and proactively encourage supplier innovation	This is achieved through the process outlined above together with discussions with incumbent suppliers on improved ways of delivering services throughout the contract life.	G
Develop and run innovation workshops with supply base	This is not currently done consistently. Provider forums operate with Adults to stimulate ideas. Consideration will be given to running innovation workshops in other areas where appropriate	A
Ensure terms and conditions are flexible enough to allow for changes in technology during the life of	Flexibility is currently provided in terms and conditions through variation clauses, however this will be reviewed further as part of	A

Recommendations For single tier and county councils	Harrow Position	RAG Status
the procurement	the overall review of Terms and conditions to be undertaken.	
Use outcome-based specifications that include the minimum technical and performance requirements and focus on a statement of the problem that needs to be solved	Outcomes based tenders are used on a consistent basis	G
3 Using technology <ul style="list-style-type: none"> • Councils increase efficiency and productivity and realise full benefits through the use of appropriate e-procurement solutions in procurement processes • Use of e-invoicing helps councils and suppliers streamline administrative processes and improves supplier liquidity 		
Use electronic means for tendering processes in line with EU Directives	Harrow uses the London Tender Portal for e-tendering.	G
Work with their suppliers to encourage a move to more e-business	Harrow is advanced in using e-business processes.	A
Outline the benefits of e-invoicing to suppliers helping them to do business electronically	Harrow will be implementing e-invoicing in before the end of 2014.	G
Implement e-invoicing and move quickly to realise benefits of 100% take-up	See above	G
Set a performance target and report on value and time to pay via e-invoicing	A review is being undertaken of current payment terms to suppliers to ensure that a standardised approach is adhered to. Once the e-invoicing project has been implemented statistics around payments via e-invoicing will be monitored	A
Consider making e-invoicing a contractual requirement	An e-invoicing project will be implemented by end 2014. This requirement is being built in to contract terms and conditions	G
4 EU Directives		

Recommendations For single tier and county councils	Harrow Position	RAG Status
<ul style="list-style-type: none"> Council procurement process are quicker, simpler and less costly to run through use of the new EU Procurement directives 		
Councils and PBO's take full advantage of the free face to face and e-learning available through CCS	Staff from CCPD have attended CCS training days.	G
Cascade training to council officers and elected members outside of the 'procurement team'	A 'procurement driving license' programme and procurement 'surgeries' are planned to cascade training outside of the procurement team. This will commence once a number of key processes and systems have been revised, approved and implemented e.g. Contract Procurement Rules, Contract Management Procedures, etc.	R
Councils maximise the flexibilities afforded to them in the new EU Directives	Once the new EU Directives have been enacted officers will seek to maximise the flexibilities contained within them.	A

HEALTH AND SOCIAL CARE SCRUTINY SUB-COMMITTEE MINUTES

7 JULY 2014

Chairman: * Councillor Mrs Rekha Shah

Councillors: * Michael Borio * Mrs Vina Mithani
* Kairul Kareema Marikar (1) * Chris Mote

Advisers: Rhona Denness - Harrow Healthwatch

* Denotes Member present
(1) Denotes category of Reserve Member

1. Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Members:-

Ordinary Member

Councillor Niraj Dattani

Reserve Member

Councillor Kairul Kareema Marikar

2. Appointment of Vice-Chairman

RESOLVED: That Councillor Michael Borio be appointed Vice-Chairman for the 2014/15 Municipal Year.

3. Declarations of Interest

RESOLVED: To note that the following interests were declared:

All Agenda Items

Councillor Michael Borio declared a non-pecuniary interest in that he was employed by Independent Age. He would remain in the room whilst the matters were considered and voted upon.

Councillor Kairul Kareema Marikar declared a non-pecuniary interest in that she was employed by a foster caring organisation. She would remain in the room whilst the matters were considered and voted upon.

Councillor Mrs Vina Mithani declared a non-pecuniary interest in that she was employed by Public Health England. She would remain in the room whilst the matters were considered and voted upon.

Councillor Chris Mote declared a non-pecuniary interest in that his daughter was employed by Northwick Park Hospital. He would remain in the room whilst the matters were considered and voted upon.

4. Minutes

RESOLVED: That the minutes of the meeting held on 23 April 2014, be taken as read and signed as a correct record.

5. Public Questions and Petitions

RESOLVED: To note that no public questions or petitions were received at this meeting.

6. References from Council and Other Committees/Panels

The Sub-Committee received the following Reference from the Cabinet: Response to NHS Health Checks Scrutiny Review.

RESOLVED: That the Reference from Cabinet be noted.

RESOLVED ITEMS

7. Harrow Local Safeguarding Adults Board (LSAB) Annual Report 2013/2014

The Sub-Committee received a report of the Director of Adult Social Services which set out an overview of the Local Safeguarding Adults Board (LSAB) annual report for 2013/14.

Following a brief officer presentation highlighting key aspects of the report, Members made the following comments and asked the following questions:

- How often were audits carried out, what selection process was there for external auditors and how were issues of non-compliance dealt with?

An officer advised that the data from internal monthly audits was collated on a quarterly basis to inform practice learning. External audits of cases selected at random, were carried out on a quarterly basis by independent social workers who were selected for their specialist skills and knowledge.

The safeguarding of adults national agenda is improving fast and there had been a lot of development in this area of work in the last decade. Guidance from best practice forums helped to target specific issues and outcomes from these helped to inform the staff training strategy. For example, training on the Mental Health Capacity Act had been offered in 2013.

- Were there any resource implications as a result of the recent Supreme Court ruling relating to the threshold for DOLS (Deprivation of Liberty Safeguards)?

The officer advised that this was a statutory requirement which had timescales attached. In 2013, fourteen referrals had been made, and the figure to date for 2014 was fifty four. Each referral cost in the region of £350.00. As a result of Supreme Court ruling DOLS threshold have changed. Therefore significant increase in referrals put pressures on the service. Officer also informed that there has been no breach in timescales in Harrow.

- How did safeguarding adults differ from safeguarding children?

The officer stated that safeguarding children was covered by the Children's Act and that currently there was no specific legislation dealing with Adults. The Care Act, due to be enacted in 2015, would give statutory status to the LSABs, additional powers and responsibilities to local authorities and would require partner representation on LSABs.

- Why had the number of referrals for patients from BME communities decreased since 2013? Why were the number of mental health referrals lower than other types of referrals?

The officer advised that the number of referrals for people from BME communities had increased but the percentage of referrals had decreased. It may have been due to an increase in the number of referrals from older people and they are mostly represented by white British people. The data was still being analysed the data. However, the service would continue to target faith and community groups to improve awareness and engagement.

With regards to mental health, the service was working closely with CNWL (Central & North West London NHS Foundation Trust) in the area of mental health to increase the number of referrals from Mental Health services.

The Director of Adult Social Services stated that increased numbers of referrals were a good indication of increased awareness among the public regarding safeguarding adults' issues. It was important that referrals to the relevant teams, whether it be social work, reablement, safeguarding etc, were dealt with in a timely and appropriate manner.

- In view of the fact that Children Looked After (CLAs) by the authority, continued to be the responsibility of the authority beyond the age of 18 years of age, what was being done about ensuring they did not fall through the net?

The officer advised that Adult services had a dedicated transition team which worked closely with Children's Services to ensure no one fell through the net. In addition, Adult Services and Children's Services had produced a protocol to ensure that these young adults did not fall through the net.

- How were individuals making allegations dealt with?

The officer advised that this appropriate staff training was key in ensuring that those making referrals were dealt with sensitively. Safeguarding decision-making was a complex process and was carried out at strategy meetings and on occasion, the history and the capacity of the person making the referral was taken into consideration.

- What was the reason for the high level of allegations of abuse against social care staff and family members in Harrow?

The officer advised the fact that a very large proportion of service users in Harrow were not in residential care but were supported at home by family members or carers and therefore the proportion of allegations against them was likely to be higher.

- What workforce development and staff training strategies were in place?

The officer advised that the staff training strategy was co-produced with users and partner organisations. There was a mandatory element to the training and this information was published online. User feedback was used to inform staff training and development.

RESOLVED: That the report be noted.

8. Healthwatch Harrow - Progress

The Sub-Committee received a report of the Divisional Director of Strategic Commissioning which set out the progress made in establishing a local Healthwatch in Harrow, its current performance and future work plans.

Following a brief overview of the report by the representative from Healthwatch Harrow, Members asked the following questions and made the following comments:

- How would the action plan be delivered?

The representative from Healthwatch Harrow advised that there was a framework in place which the action plan was based on. He anticipated that different methodologies would emerge in forthcoming months. Patient-engagement, through surveys and GP surgery networks etc would be a key driver for success. Targets had been set for publicity and awareness raising and the organisation was looking at ways of engaging the business and private sectors.

- What assessment of its performance during its first year had been carried out?

The Healthwatch Harrow representative stated that discussions with the local authority regarding the performance monitoring framework had taken place. Some areas of performance required improvement, however, priorities had been set and performance was measured against the Local Government Association's guidelines.

- What was the selection process and how were the key performance indicators (KPIs) decided and measured?

The Healthwatch Harrow representative stated that this had been set at 20% for the first year. Performance would be measured through focus groups. Lay members would be appointed.

- How were complaints dealt with?

The Healthwatch Harrow representative stated that few complaints had been received to date and that these generally related to issues with A&E services and GP surgery waiting times. All complaints received were logged and followed up. There was a signposting service to the advocacy service and feedback was provided through the local Patient Participation Network.

- What was being done to engage with those groups considered to be 'hard to reach'?

The representative from Healthwatch stated that it would be important to build links and trust with the community and identifying these groups and engaging with them may prove to be a resource-intensive exercise.

The Divisional Director of Strategic Commissioning stated that Harrow in Business, which was a consortium made up of local third sector groups with strong links to their communities would work closely with Healthwatch to reach these groups.

RESOLVED: That the report be noted.

9. Royal National Orthopaedic Hospital: Quality Accounts 2013/14

The Sub-Committee considered a report of Assistant Director of External Compliance and Quality at the Royal National Orthopaedic Hospital which set out RNOH's Quality Accounts for 2013/14. The Assistant Director was not present at the meeting to respond to Members questions and it was noted that this item had been deferred from the previous meeting.

RESOLVED: That

- (1) the report be noted;
- (2) Members email any questions they had regarding the report to the Assistant Director of External Compliance and Quality at the Royal National Orthopaedic Hospital.

(Note: The meeting, having commenced at 7.30 pm, closed at 8.45 pm).

(Signed) COUNCILLOR MRS REKHA SHAH
Chairman

PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE MINUTES

3 JULY 2014

Chairman: * Councillor Phillip O'Dell

Councillors: * Richard Almond * Kiran Ramchandani
* Barry Macleod-Cullinane * Adam Swersky

* Denotes Member present

1. Attendance by Reserve Members

RESOLVED: To note that there were no Reserve Members in attendance.

2. Appointment of Vice-Chairman

RESOLVED: That Councillor Barry Macleod-Cullinane be appointed Vice-Chair for the 2014/15 Municipal Year.

3. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 7 - Revenue & Capital Outturn 2013/14

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that he had been the relevant Portfolio Holder at the time the budget had been agreed. He would remain in the room whilst the matter was considered and voted upon.

4. Minutes

RESOLVED: That the minutes of the meeting held on 18 February 2014 be taken as read and signed as a correct record.

5. Public Questions & Petitions

RESOLVED: To note that no public questions or petitions were received at this meeting.

6. References from Council and Other Committees/Panels

None received.

RESOLVED ITEMS

7. Revenue & Capital Outturn 2013/14

The Sub-Committee received a report of the Director of Finance and Assurance, which set out the Council's revenue and capital outturn position for 2013/2014. The report had been previously considered at Cabinet on 26 June 2014.

Following a brief overview of the report by the Director of Finance and Assurance, Members made the following comments and asked the following questions:

- the report contained specialist jargon and language that was not accessible to members of the public. In the interests of transparency could the report be written in simpler language in the future?
- why did the report not include an explanation of the reasons for delays in Capital Projects?

The Director of Finance & Assurance advised that the Revenue & Capital Outturn report was aimed at Councillors and was designed to enable them to make informed decisions and was not aimed at the lay person. He added that he would be happy to receive additional feedback outside the meeting from the Councillor regarding how to make the report more accessible to members of the public.

Capital projects were sometimes delayed for a number of different reasons, for example, there may be delays in the school expansion programme as a result of delays in receiving planning permission for building works to go ahead.

- there had been a history of Capital under spends in Directorates over a number of years. What targets had been set in this area? Did the level of capital spend add pressures on the Revenue account and impact on service delivery and why were Members not alerted of this sooner? He added that in his view, revenue impacts of delays and any pro-rata

savings should be clarified when projects were initiated. For example, if a school building project were to be delayed, then was there a contingency fund available to cover the cost of urgent and un-anticipated requirements, such as mobile classrooms.

- under the 4-yearly budget, what percentage of a Directorate's Capital spend would he expect to be spent within the current financial year? Was this trend of carrying forward large amounts an indication of insufficient controls of the budget-setting process? What level of evidence would Directorates be required to present to demonstrate that projects had been well planned and that any carry forwards were justified. For example, would any of the 'Troubled Families Grant' be spent in the current financial year and had the Council lost any grants as a result of not spending them in the year they were awarded.

The Director of Finance & Assurance advised that the reasons for the under spends were varied. The recent move to a 4-year capital programme budget setting process would enable greater financial control and flexibility. He would expect the level of capital spending to be 75% for Directorates. He added that there was a rigorous budget setting and monitoring process in place for all capital projects, which included monthly reporting on capital spend and forecasting, the use of risk registers, and oversight by the Project Management Board.

The Primary School Expansion Project had its own board which submitted quarterly reports to Cabinet. He added that some projects, for example, laying tarmac, did not have any savings attached them. The Council would be make savings due to reduced borrowing costs.

Officers took a pragmatic approach to approving carry forwards whereby each request was judged on its merits. These requests had on occasion been refused and the finance section was looking at re-defining what carry forwards would be permitted, and it may be that a definitive figure of less than £1m might be stipulated. The Director undertook to alert Members to any potential under spends earlier in financial year so that Members could liaise with relevant officers regarding these.

The 'Troubled Families Grant' would be spent in year and the Council had not lost out on any grant monies by not spending the amounts the same year. He added that some projects had a number of different funding streams attached to them, for example, if there was TfL funding for a parking-related project, then the grant amount would be used before council's money.

- were any of the top 10 capital projects currently rated as Amber or Red?

The Director advised that the School Expansion Project, which was £90m, was currently rated Amber and the IT project was rated Red.

- with regard to the General Fund Balances, would the reduction in spending over the next three years be reflected in reduced balances?

The Director advised that the Audit Commission recommended 5 %, which was equivalent to £10m, which was in his view, an appropriate amount for an authority of Harrow's size. Reducing the spend on the General Fund would mean increased risk and an increase in the contingency fund. It may be possible to use under spends to finance Capital projects.

- what was the reduction in the Budget that was planned over the 2 years. The £350k sum in the Council Tax Support Scheme had not been spent. Had this fund and the eligibility criteria been sufficiently publicised to residents?

The Director advised that the figure was in the high teens. He added that the £13m amount in the Welfare reform Contingency fund was no longer available and savings in the Medium Term Financial Strategy amounted to about £12m. The two figures cancelled each other out. In cases where the under spends related to one-off projects, then a more robust budget setting process would be required. The figures set out at table 1 of the report detailed under spends on core Council services. For example, if more of Harrow's schools were to opt for Academy status, then this would impact the schools' budget.

The Budget was set in February, and the Revenue & Capital Outturn report was presented to Cabinet in June. He added that the Council Tax support scheme came into force in April, however, he could not account for the low rate of take-up.

In view of the fact that there was a substantial variance in the level of under spends between Quarter 3 and Quarter 4, were the council's internal processes sufficiently robust and was there sufficient oversight of the process by Members.

The Director advised that officers were providing better forecasting advice to Members, which would enable them to make better decisions. Forecasting was done at the end of the year and in Quarter 3 and officers had flagged up the under spend on Capital financing and grants.

He added that Cabinet received monthly budget updates and reporting times to Cabinet and P&F had been improved. The Capital budget was submitted to two Cabinet meetings and full Council the there was no possibility of amending this once approved by full Council. The Monitoring report was considered at four Cabinet meetings and four Performance & Finance Scrutiny Sub-Committee meetings. The report was detailed enough to enable Members to make informed decisions. Additionally, Cabinet received monthly Capital forecasts, which could also be shared with Members at another forum. However, this process could be tightened up and officers were looking at using a scoring matrix to help prioritise capital bids.

The Capital Forum, which was an officer only board, consisted of accountants and project managers and acted as a check and balance. Additional oversight of this board by the relevant Portfolio Holder may be possible.

The Chair requested that there should be greater monitoring of this area by the Scrutiny Leadership Group (SLG) and that the Capital under spend should be reviewed by SLG. He also encouraged Members to propose future agenda items for consideration by the Sub-Committee. Members agreed that relevant Portfolio Holders should be invited to future meetings of the Sub-Committee in order to respond to Members questions.

- with regard to the re-tendering of the IT contract, what efforts were being made to ensure that the same mistakes were not repeated with the terms and conditions of the new contract, what lessons had been learnt from the management and oversight of the current contract and what contingencies were in place to mitigate against future risk?

The Director advised that both the Capita IT contract and the School Expansion programme would be considered in detail at a forthcoming meeting of the Overview & Scrutiny Committee, however, he would confirm this in due course.

- with regard to the under spend in Children's Services, the Troubled Families Grant, how confident that the School Expansion programme was on target for completion. Asked about the overspend in the Environment & Enterprise Directorate, and parking income and waste disposal.

The Director advised that the Children and Families overspend was not a significant amount and the relevant finance business partner would flag up any concerns to Members. There was a high proportion of interim staff at a senior level in the Directorate. Any late savings identified would have been included in the budget refresh in January 2014. He added that the dry recyclables market depended on fluctuations in the global economy and some savings were anticipated from the new waste contract.

- what savings efficiencies as opposed to actual cuts. Whether the Council had identified any long-term income generation strategies.

The Director advised that he anticipated a 50% reduction in the Council's budget over the next four years. Parking income as a result of penalties and parking charges would be one method of generating additional income and there was an increasing trend in local authorities for shared services, for example, the joint legal practice which had been established between Harrow & Barnet in 2012.

There had been performance related issues with regard to the Council's previous highways contractor, where works had not been completed in a timely way. The new contract was with Keepmoat Apollo.

He added that, for example, the West London Alliance had developed a care procurement software which it was selling to other local authorities. The Council's debts were considered to be at an acceptable level and Members had the discretion to decide to offset some of this debt with money from the Housing Revenue Account.

RESOLVED: That the report be noted.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.05 pm).

(Signed) COUNCILLOR PHILLIP O'DELL
Chair