

Overview and Scrutiny Committee

AGENDA

DATE: Tuesday 9 June 2015

TIME: 7.30 pm

VENUE: Committee Rooms 1&2
Harrow Civic Centre

MEMBERSHIP (Quorum 4)

Chair: Councillor Jerry Miles

Councillors:

Ghazanfar Ali
Jeff Anderson
Michael Borio
Primesh Patel

Richard Almond
Marilyn Ashton
Chris Mote
Paul Osborn (VC)

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. Aneka Shah
2. Mrs Chika Amadi
3. Phillip O'Dell
4. Antonio Weiss
5. Jo Dooley

1. Stephen Wright
2. Lynda Seymour
3. Barry Macleod-Cullinane
4. Susan Hall

Contact: Vishal Seegoolam, Senior Democratic Services Officer
Tel: 020 8424 1883 E-mail: vishal.seegoolam@harrow.gov.uk

1. 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.

AGENDA - PART I

2. 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.

3. MINUTES (Pages 5 - 14)

That the minutes of the ordinary meeting held on 14 April 2015 and the special meeting held on 19 May 2015 be taken as read and signed as correct records.

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 4 June 2015. 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 (Pages 15 - 20)

- (a) Response to Scrutiny Challenge Panel Report 'Capital Expenditure'.

Reference from Cabinet on 23 April 2015.

- (b) Response to Scrutiny Challenge Panel Report 'The Funding Challenge. Saving £75m from the Council's Budget'

Reference from Cabinet on 23 April 2015.

- (c) Response to Overview and Scrutiny Challenge Panel Report on 'Libraries'

Reference from Cabinet on 21 May 2015.

7. UNIVERSAL INFANT FREE SCHOOL MEALS (UIFSM) (Pages 21 - 32)

Report of the Corporate Director of Children and Families.

8. COMMUNITY SAFETY STRATEGY (Pages 33 - 74)

Report of the Divisional Director, Strategic Commissioning.

9. 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.]

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OVERVIEW AND SCRUTINY COMMITTEE MINUTES

14 APRIL 2015

Chair:	* Councillor Jerry Miles	
Councillors:	* Ghazanfar Ali * Richard Almond * Jeff Anderson * Michael Borio	† Kam Chana * Ms Pamela Fitzpatrick (1) * Paul Osborn * Stephen Wright (4)
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)	Keith Ferry	Minute 93

- * Denotes Member present
- (1) and (4) Denote category of Reserve Members
- † Denotes apologies received

86. Attendance by Reserve Members

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

Ordinary Member

Councillor Chris Mote
Councillor Kiran Ramchandani

Reserve Member

Councillor Stephen Wright
Councillor Ms Pamela Fitzpatrick

87. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 8 – The Integration of Public Health Within the Council

Councillor Jeff Anderson declared a non-pecuniary interest in that he and his wife were Health Walk Leaders. He would remain in the room whilst the matter was considered and voted upon.

Agenda Item 11 – Report from the Libraries Scrutiny Review

Councillor Jeff Anderson declared a non-pecuniary interest in that his wife was Portfolio Holder for Community, Culture and Resident Engagement. He would remain in the room whilst the matter was considered and voted upon.

Councillor Ms Pamela Fitzpatrick declared a non-pecuniary interest in that she was a member of the steering group regarding North Harrow Community Library. She would remain in the room whilst the matter was considered and voted upon.

88. Minutes

RESOLVED: That the minutes of the meeting held on 24 March 2015, be taken as read and signed as a correct record subject to the insertion of 'The DWP estimated that 2% of claimants would find it difficult to manage their finances once they received all of their benefits in a single monthly payment.' after the second sentence of the penultimate paragraph of minute 84.

89. Public Questions, Petitions and References

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

RECOMMENDED ITEMS

90. Scrutiny Annual Report

The Committee received a report which outlined the activities of the Overview and Scrutiny Committee, the scrutiny sub-committees and the scrutiny lead councillors during the 2014-15 municipal year.

It was noted that the annual report had been previously submitted to the Committee and subsequently amended and discussed at the scrutiny library group.

An officer confirmed the inclusion of photographs in the final document. It was noted that Councillor Mrs Vina Mithani would be listed in addition to Councillor Michael Borio in the report from the Health and Social Care Scrutiny Sub-Committee.

Resolved to RECOMMEND: (to Council)

That the annual report be submitted to Council for endorsement.

RESOLVED ITEMS

91. Background Papers for Committee Reports

The Chair referred to the resolution of the Call-In Sub-Committee held on 10 March 2015 that the Committee be requested to consider whether a referral to Cabinet was required regarding concern that material documents might not have been listed as background papers to the Sub-Committee meeting.

A Member stated that it should be reinforced that when a matter was considered by the Call-In Sub-Committee, any material evidence relied on should be listed as background documents. With regard to the subject of the Call-in, considerable work had been undertaken as to how the charges for the cost of waste collection would work but that information was not available to members of the public. The view was expressed that should this happen again the Call-In Sub-Committee would look unfavourably at it.

A Member stated that the issue at the Call-In Sub-Committee meeting on 10 March 2015 had been that the documents in question were working papers but it was agreed that the need for all background documents to be listed should be highlighted.

RESOLVED: That Cabinet be requested to consider the importance of listing all relevant background documents.

92. The integration of Public Health within the Council

The Director of Public Health introduced the report, informing Members that it was the second anniversary of the establishment of the Joint Public Health Service with Barnet.

The Committee noted that the ring fencing of the public health grant had been extended for a further year beyond the initial two years and was anticipated to be extended for a further year. Whilst the aspiration was to move to a needs based allocation, Harrow currently had the second lowest allocation with £36 per head which was based on historical funding.

An officer responded to the following questions from Members:

- What extent, if any, was the public health service consulted regarding major regeneration schemes and, if so, what was the benefit?

Public Health was consulted in relation to these schemes. It was critical that a Health Impact Assessment was produced at an early stage.

- What percentage of families and children were failing to get adequate food and vegetables and were in poverty having to rely on food banks?

The selling of fruit and vegetables by parents in schools had been a success and had become self sustaining. The officer undertook to investigate whether any work had carried out locally to measure the use of food banks.

- As Harrow had a traditionally low smoking rate, why was the local proposed indicator for the Health Premium Incentive Scheme the smoking prevalence in adults aged 18 and over? Would the low base make the achievement of significant improvement difficult?

The officers considered that, on the information available, the target was achievable. The increase in the use of Shisha and e-cigarettes had been factors in the adoption of the indicator as was the lack of opportunity to give up smoking for those in prison or with mental health issues. As e-cigarette use was not routinely measured, London data was used. The service liaised with Trading Standards as appropriate.

- What was the effect of the different funding formulas for Harrow and Barnet on the joint service?

Whilst the ring fencing remained separate, service efficiencies had taken place. Examples were sharing expertise such as on the procurement of drugs and alcohol service or, as appropriate, one officer working across both boroughs. Best practice was shared and the Inter-authority Agreement was regularly monitored. The boroughs worked together, such as with regard to Health and Wellbeing Boards and strategies.

- The report stated that, although the overall growth rate of the public health grant in 2014-15 was 5.5%, the growth in allocation for Harrow was 3.1%. Did this mean that Harrow was falling back in the formula?

Yes, fair shares were not being implemented and lobbying was taking place as a result.

- How did Barnet being significantly bigger affect the joint funding arrangements?

The post of Director of Public Health was funded 50/50 between Harrow and Barnet Councils, some posts were funded 60/40 depending on the staff and budget and some posts were 100% Barnet.

- How was the performance indicator 1.07, re proportion of all people in prison aged 18 or over who have a mental illness or a significant mental illness, defined?

The general term was a severe and enduring mental illness, not necessarily requiring sectioning.

- What was the percentage target for getting people of working age who had bipolar or schizophrenia back to work? What schemes were available for those with less significant mental health disorders, how many people had been assisted and how long had they been off work.

The longer people were out of work the harder it was to return. There were programmes to help people within the first few weeks of being out of employment with conditions such as anxiety. About 30% had been helped back to work. Mental health was a priority in the Health and Wellbeing Strategy which was being refreshed and would be submitted to a future meeting of the Committee.

- Were psychological therapies more difficult to source and sustain in the NHS?

It was one of the key targets of the NHS with the Clinical Commissioning Group (CCG) having a target for improving access to therapies. The West London Alliance (WLA), based in Ealing, had obtained £1.4million to fund mental health and employment initiatives.

- The performance indicators do not provide a sense of what would happen if an initiative was either not undertaken or increased. For example, did the distribution of leaflets have a measured impact on a performance indicator? If the public health budget was no longer ringfenced, how could the continuation of the performance indicators be justified?

The challenge for public health was long term prevention and as such was under threat during a period of austerity. An example of an initiative where the benefit to Harrow Council was difficult to calculate was the stop smoking services but it benefited the NHS. Likewise the drugs and alcohol services benefited the criminal justice system.

- How can the effect of Harrow Council's funding on no smoking initiatives on Harrow be calculated when some people stop smoking voluntarily and there are government campaigns?

There is evidence that public health intervention surpasses other public sectors, for example, the one to one smoking initiative reduces smoking by 5%.

- How are healthy outcomes calculated when Harrow residents have dementia, and experience fuel poverty, and poor housing?

One measurement for long term outcomes, for example, is life expectancy. However there are pockets of inequality within the Borough. However there were good rates for heart disease, low rate of cancer deaths and good outcomes for diabetes.

- What is the correlation between unemployment and health?

There was a need to refer those with mental health to psychological therapies. The team was working with the welfare benefits taskforce.

- Being out of work was a significant issue for young people so were there schemes for young adults?

The officer was unaware of specific schemes so would consult with colleagues. It was the responsibility of the General Practice Commissioning Group.

The Chair thanked the Director of Public Health for this attendance.

RESOLVED: That the report be noted.

93. West London Waste Plan

The Committee received a report of the Corporate Director of Environment and Enterprise on the outcome of the Public Examination of the joint West London Waste Plan. It was noted that the officers had requested Cabinet Members to recommend the adoption of the West London Waste Plan to Full Council.

The Portfolio Holder for Business, Planning and Regeneration outlined the background to the formation of the Plan and highlighted that it was a planning document and part of the Local Plan. The main principle was to establish the amount of waste in the area and safeguard sites for waste facilities. The Forward Drive Depot was the only site affected in Harrow, the boundary for which had been amended as a result of the prior adoption of the Area Action Plan.

In response to questions, the Portfolio Holder stated that:

- should Harrow decide not to adopt the West London Waste Plan, the Council would be required to produce its own Plan which would apply to the Forward Drive Depot only and would not be integrated with other Councils;
- the targets were set by the London Plan;
- the effect of the introduction of the caddy and brown bins on the percentage recycled was a matter for environment services and not planning officers. The planning perspective was to ensure the safeguarding of sites to meet projected need by ensuring that the land was not developed;

- Harrow was the second best performing London Borough in terms of percentages for recycling and composting;
- the West London Waste Authority (WLWA) had responsibility for decisions as to what waste was sent to landfill.

The Chairman thanked the Portfolio Holder and Planning Policy Officer for their attendance.

RESOLVED: That

- (1) the outcome of the independent Examination in Public of the West London Waste Plan be noted;
- (2) the Portfolio Holder for Business, Planning and Regeneration be notified as soon as practicable when the post-adoption statutory requirements for the West London Waste Plan have been complied with;
- (3) Cabinet be informed of the comments made by the Committee.

94. Report from the Libraries Scrutiny Review

Consideration was given to a report on the findings and recommendations of the Libraries Scrutiny Review. The review examined libraries performance, the changes proposed for Harrow's libraries and the strategy for Harrow's libraries for the next three years.

The Chair introduced the report, stating that three meetings had been held during March 2015 resulting in 14 recommendations. The Vice-Chair reported that a number of the recommendations related to communications and that the Review plan should include longer term objectives and be more ambitious. The effects on local communities and infrastructures arising from any future decisions around the closure of libraries should be more fully considered and there should be increased joining up with other Council activities.

A Member sought information on how it was intended to identify and engage in relation to recommendation 4 that Carillion should undertake further research into 'hidden communities' in Harrow so as to better understand current and future needs around library provision. It was noted that the Review Group had not wanted to be too prescriptive and expected Carillion to respond to the Review Group and for Cabinet to suggest recommendations as to implementation.

The view was expressed that the time horizon was not long enough. It was suggested that a discussion commence to ensure that libraries did not 'disappear'.

A Member expressed the view that the review did not convey a vision of libraries and that libraries performed a variety of roles. Words such as

'envisioning' were unhelpful and greater use of plain English would increase understanding.

RESOLVED: That

- (1) the report from the Libraries Scrutiny Review be endorsed;
- (2) the review's report and recommendations be forwarded to Cabinet for consideration.

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

(Signed) COUNCILLOR JERRY MILES
Chair

OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL) MINUTES

19 MAY 2015

Chair: * Councillor Jerry Miles

Councillors:

* Ghazanfar Ali	* Michael Borio
* Richard Almond	* Chris Mote
* Jeff Anderson	* Paul Osborn
* Marilyn Ashton	* Primesh Patel

Voting Co-opted:	(Voluntary Aided)	(Parent Governors)
	Mrs J Rammelt Reverend P Reece	Mrs A Khan

Non-voting Co-opted: † Harrow Youth Parliament Representative

* Denotes Member present
† Denotes apologies received

95. Attendance by Reserve Members

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

96. Declarations of Interest

RESOLVED: To note that there were no declarations of interests made by Members.

RESOLVED ITEMS

97. Appointment of Vice-Chair

RESOLVED: To appoint Councillor Paul Osborn as Vice-Chair of the Overview and Scrutiny Committee for the 2015/16 Municipal Year.

98. Establishment of Sub-Committees for 2015/16

The Committee considered the proposed memberships and Chairs of the Sub-Committees for 2015/16 which had been circulated on the supplemental agenda.

RESOLVED: That the Sub-Committees of the Overview and Scrutiny Committee be established for the Municipal Year 2015/16 with the memberships and Chairs detailed on the supplemental agenda.

99. Appointment of Lead Members 2015/16

The Committee considered proposals relating to Lead Members for Scrutiny for 2015/16.

The Chair reported two amendments to the Scrutiny Lead Members in that Councillor Primesh Patel was nominated as the Corporate Resources Performance Lead and Councillor Margaret Davine was nominated as Community, Health and Wellbeing Performance Lead.

RESOLVED: That the Scrutiny Lead Members and their areas of responsibility, as detailed on the second supplemental agenda and subsequently amended as outlined above, be agreed.

(Note: The meeting, having commenced at 8.44 pm, closed at 8.47 pm).

(Signed) COUNCILLOR JERRY MILES
Chair

LONDON BOROUGH OF HARROW

OVERVIEW AND SCRUTINY COMMITTEE – 9 JUNE 2015

REFERENCE FROM CABINET – 23 APRIL 2015

182. Response to Scrutiny Challenge Panel Report 'Capital Expenditure'

RESOLVED: That the response to the recommendations of the Scrutiny Challenge Panel be noted.

Reason for Decision: To respond to the recommendations of the Scrutiny Challenge Panel.

Alternative Options Considered and Rejected: None.

Conflict of Interest relating to the matter declared by Cabinet Member / Dispensation Granted: None.

Background Documents:

Cabinet Minutes – 23 April 2015

Contact Officer:

Daksha Ghelani, Senior Democratic Services Officer

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LONDON BOROUGH OF HARROW

OVERVIEW AND SCRUTINY COMMITTEE – 9 JUNE 2015

REFERENCE FROM CABINET – 23 APRIL 2015

181. Response to Scrutiny Challenge Panel Report 'The Funding Challenge. Saving £75m from the Council's Budget'

RESOLVED: That the response to the recommendations of the Scrutiny Challenge Panel be noted.

Reason for Decision: To respond to the recommendations of the Scrutiny Challenge Panel.

Alternative Options Considered and Rejected: None.

Conflict of Interest relating to the matter declared by Cabinet Member / Dispensation Granted: None.

Background Documents:

Cabinet Minutes – 23 April 2015

Contact Officer:

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LONDON BOROUGH OF HARROW

OVERVIEW AND SCRUTINY COMMITTEE – 9 JUNE 2015

REFERENCE FROM CABINET – 21 MAY 2015

195. Response to Overview and Scrutiny Challenge Panel Report on 'Libraries'

Having received representations from the Chair of the Scrutiny Review on Libraries and the Chair of the Overview and Scrutiny Committee, it was

RESOLVED: That the response to the recommendations of the Scrutiny Challenge Panel be noted.

Reason for Decision: To respond to the recommendations of the Scrutiny Challenge Panel.

Alternative Options Considered and Rejected: None.

Conflict of Interest relating to the matter declared by Cabinet Member / Dispensation Granted: None.

Background Documents:

Cabinet Minutes – 21 May 2015

Contact Officer:

Daksha Ghelani, Senior Democratic Services Officer

Tel: 020 8424 1881

Email: daksha.ghelani@harrow.gov.uk

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	9 th June 2015
Subject:	Universal Infant Free School Meals (UIFSM)
Responsible Officer:	Chris Spencer Corporate Director, Children and Families
Scrutiny Lead Member area:	Janet Mote and Lynda Seymour Children and Families
Exempt:	No
Wards affected:	All
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out the work being undertaken in schools in order to provide school children in Key Stage 1 (aged 5-7) with a free school meal.

Recommendations:

Members are asked to note the report and to request any additional information they may wish to inform a future report.

Section 2 – Report

Introductory paragraph

This report is written in response to Members' request for an update on the implementation of plans to meet the requirements of the Universal Infant Free School Meals programme.

1. Background

1.1 The Children and Families Act 2014 placed a legal duty on all state-funded schools in England to offer a free school lunch to all pupils in Reception, Year 1 and Year 2 from September 2014. This includes academies, free schools, pupil referral units and alternative provision as well as maintained schools.

1.2 In the 2014 to 2015 academic year schools are paid funding at a flat rate of £2.30 for each meal taken by newly eligible pupils. Initial provisional allocations were based on an estimate of national take-up and which are adjusted once the department has details of the actual number of meals taken in individual schools

- The government has allocated £150 million nationally of capital funding in the 2014 to 2015 financial year to support the rollout of UIFSM
- Academies were able to bid to the Academies Capital Maintenance Fund (ACMF) to improve their facilities; an element of the available capital funding was added to the ACMF pot for 2014 to 2015 for this purpose

1.3 Existing entitlements to free school meals for disadvantaged pupils in nursery classes and at Key Stages 2-4 continue based on the existing free school meals eligibility criteria for those groups of pupils. In England, children at Key Stages 2-4 in state-funded schools are entitled to receive FSM if their parents or carers are in receipt of any of the following benefits:

- Income Support

- Income-based Jobseekers Allowance
- Income-related Employment and Support Allowance
- Support under Part VI of the Immigration and Asylum Act 1999
- the guaranteed element of State Pension Credit
- Child Tax Credit (provided they are not also entitled to Working Tax Credit and have an annual gross income of no more than £16,190, as assessed by Her Majesty's Revenue and Customs)
- Working Tax Credit run-on - paid for 4 weeks after you stop qualifying for Working Tax Credit
- During the initial roll out of the benefit, Universal Credit

*unless in the Working Tax Credit 'run on' - the payment someone may receive for a further 4 weeks after they stop qualifying for Working Tax Credit.

Children who receive any of the qualifying benefits listed above in their own right are also eligible to receive free school meals.

2. The Universal Offer and its Impact on FSM eligibility claims

2.1 This universal offer means that parents are no longer required to pay for packed lunches or school meals for their children. For those parents who provide packed lunches this saves them an average of £450 per year, money that may now be spent on other benefits for their children.

2.2 However, as there is now a universal offer, parents and carers of pupils in Reception, Year 1 and Year 2 may no longer choose to confirm their eligibility for a free school meal. This is an important and very significant change in parental behaviour as eligibility for free school meals provides the school with Pupil Premium funding and deprivation formula funding, an increasingly significant percentage of pupil related funding in schools. Many schools are advising and assisting parents with declaring their eligibility so that levels of funding are maintained. The impact of change is indicated below.

2.3 The school receives a Pupil Premium payment for the year in which families are eligible for free school meals and automatically for the next five years. In 2015-16 it is £935 for secondary pupils and £1,330 for primary pupils. This additional funding will be invested in children to help them achieve more at school. Free School Meal eligibility is also a deprivation factor in the school funding formula and in 2015-16, £2,115.98 per secondary pupil and £1,111 per primary pupil was distributed based on FSM numbers.

2.4 The Children and Families Act does not change the current position for children who are registered pupils in the nursery class of a maintained school, or in a maintained nursery school. They will continue to receive a FSM if they meet the existing eligibility criteria and they are in receipt of full-time education or education both before and after the lunch period.

2.5 Young children who take up their funded early education entitlement in a private or voluntary early year's provider are not entitled to a FSM even if they meet the qualifying criteria. The existing FSM framework is relevant only to registered pupils in the state-funded school sector.

3. Progress Made

3.1 A significant number of schools were not in a position to deliver the increase in meals required. Procurement and the Children's Capital Works Team worked together to assess what works and purchases were required, and then to provide them using the UIFSM grant provided to the borough. Works associated with the project are expected to be completed by Autumn 2015.

3.2 Harrow Council's building programme has sought to ensure that all children can have a hot meal. In six primary schools and Salvatorian College this has meant providing new or replacement kitchens under the Priority Schools Building Programme (PSBP) and improving the facilities at four other sites through the school expansion programme. Harrow Council is also funding a new kitchen for Whitefriars School (an academy through school 5-18) as an adjunct to the Council's school expansion programme.

3.3 As Harrow had, relative to other similar authorities, a lack of catering facilities historically, there were additional challenges to address. Schools that have always retained and maintained the school catering facilities and services found the transition to UIFSM easier than those who had not. As a result, each school has a unique experience in preparing for and implementing UIFSM. Schools had different facilities, existing patterns in the take up of meals and a different client base.

3.4 Food suppliers voiced the opinion that they would have preferred a transition to operations period of 12 months. Some suppliers provide catering on a national basis. For some, the scale of change required national restructuring and expansion. Nationally, the school catering supply chain was stretched. Suppliers had to recruit and train staff, build and supply heavy equipment and modify and improve existing kitchen facilities. Proactive and effective communication with suppliers and schools in Harrow has kept the latter informed of completion dates for delivery of goods and services.

3.5 Suppliers failing to deliver the quality of service required participated in contract management meetings held by schools and the Schools Procurement Support. Improvement plans were agreed and suppliers were monitored to ensure they undertook the promised steps and activities to resolve service issues.

3.6 At the insistence of Procurement, larger suppliers restructured their service support management to provide dedicated support for each

London borough. Framework agreements with public purchasing bodies were used to procure equipment at a faster rate and cost effectively than would have otherwise been the case.

4. Financial Implications

Capital Funding

- 4.1 Details of the specific capital funding available to support this policy in the 2014 to 2015 financial year, including allocations to individual local authorities, were published in December 2013. Local authorities (LA) received their capital funding in April 2014. In Harrow, £504,790 was ear-marked for improving or developing kitchen facilities in community schools with an additional allocation of £116,628 for voluntary aided schools. The LA has aligned the capital work on provision of UIFSM with the school expansion programme to achieve maximum value for money.
- 4.2 The Children & Families Directorate is working in consultation with the Environment & Enterprise Directorate on school asset management. Condition and Measured Surveys have been procured to ascertain the current condition of the school maintained estate to align with the Education Funding Agency approach following the National Property Data Survey. The last major survey (2010) needs updating to better align it to the maintenance needs of schools and to rebalance planned and reactive programmes and spending. It will also be an opportunity to review the statutory elements of maintenance responsibilities which were passed to schools some years ago. These surveys will be completed in June 2015. The data will inform planning and priorities for school condition works and will also provide the information needed on net capacity for the annual school capacity (SCAP) returns to the Education Funding Agency.

Revenue Funding

- 4.3 Revenue funding is based on a rate of £2.30 for each meal taken by pupils who have become newly eligible for a FSM as a result of the UIFSM policy. Schools are expected to continue to fund meals for pupils eligible for FSMs under the existing criteria in the same way that they have done previously. There is a new data field on the Schools' Census (October 2014 and January 2015), which will enable schools to state how many Reception, Year 1 and Year 2 infants will have taken the Universal Infant Free School Meal.
- 4.4 In 2014-15 schools received a provisional grant allocation based on non FSM Reception, Year 1 and Year 2 pupils recorded on the January 2014 census x £2.30 x 190 days x 87%. An adjustment to this provisional 2014-15 allocation will be made in June 2015 based on the

average of the actual meals taken at the October 2014 and January 2015 count.

- 4.5 Schools were notified of their provisional full year revenue funding allocation for the 2014 to 2015 academic year in June 2014. Local authorities received the first 2014 to 2015 payments for maintained schools at the end of June 2014.
- 4.6 The final allocation for the 2014 to 2015 academic will be based on actual take-up data derived from an average of the October 2014 and January 2015 schools censuses. The final allocation will be used to calculate a third term payment, to be made in early summer 2015; schools will receive an amount equal to their final allocation minus the amount they received in June/July 2014.
- 4.7 Any schools with low levels of take-up which results in a final allocation lower than the amount paid in June/July 2014 would not receive a third term payment. The amount overpaid to such schools would be deducted from the first payment for the 2015/16 academic year. The School Food Plan's UIFSM Toolkit offers advice on how to cater for pupils with special dietary requirements.
- 4.8 At the time of writing some schools report that they do not have 87% take up of free meals and therefore may receive a significant adjustment when the average is known. The original allocation was based on January 2014 census. A school with a bulge class will register a higher level of pupils.
- 4.9 Funding for this policy beyond the 2015 to 2016 financial year was considered as part of the Spending Review, along with all other government expenditure.
- 4.10 As outlined below, however, primary schools may face three financial challenges as a result of this initiative;
- A reduction in Pupil Premium funding
 - A reduction in funding aligned to deprivation
 - A claw back of funding where schools have not made the take-up estimated.

Value for Money

- 4.11 In order that recipient schools are not compromised in their ability to achieve value for money in negotiations with suppliers, the government will not be publishing the funding amounts per school until July 2015. However, the 'conditions of grant' document was published by the Department for Education (DfE; 19 March 2015). This explains how much of UIFSM funding each school will get in the academic year 2015 to 2016. It also sets out how schools and local authorities will receive their payments. The calculator allows schools to estimate the amount of grant they may receive for the academic year 2015 to 2016.

For the academic year 2015 to 2016 a provisional allocation of UIFSM grant to schools will be based on the final allocation for academic year 2014 to 2015. Dual registered pupils will be counted at the setting at which they took the meal on the census day, even if it is their subsidiary setting. A final allocation for academic year 2015 to 2016 will be calculated in June 2016, from the October 2015 and January 2016 school censuses.

4.12 The calculation uses number of pupils recorded as taking a meal in Year 1 and Year 2 in the October 2015 and January 2016 school censuses and then subtracts those pupils taking a meal known to be eligible for FSM in the same censuses. This figure is then divided by 2 to give the total number of eligible UIFSM pupils in Years 1 and 2 for academic year 2015 to 2016.

For pupils in reception the calculation uses the greater of either:

- the number of pupils recorded as taking a meal in the October 2015 and January 2016 school censuses and then subtracts those pupils taking a meal known to be eligible for FSM in the same censuses. This figure is then divided by 2 to give the average number of eligible UIFSM pupils in reception for academic year 2015 to 2016

or

- the number of pupils recorded as taking a meal in January 2016 school censuses and then subtracts those pupils taking a meal known to be eligible for FSM in the same census

4.13 Local authorities (LAs) must allocate to each school the amounts set out in the attached schedule of allocations. The grant cannot be held centrally by LAs. A school may agree to use their UIFSM grant allocation to contribute to central LA provision, but the grant must be allocated to each school to enable each school to take that decision. LAs should not allocate UIFSM grant to academies that were open on, or by, 1 April 2015. LAs should allocate UIFSM grant to schools that converted to academy status after 1 April 2015. Guidance on dealing with school closures and federations is also available from the DfE.

4.14 The grant will be paid by the Secretary of State to schools and LAs as follows:

Month	Proportion of grant
June 2015 (July 2015 for academies and free schools)	7/12ths of each school's provisional main allocation plus the small school allocation. Schools that were academies on 1 April 2015 will receive their UIFSM grant direct from EFA in July 2015.

Month	Proportion of grant
June 2016 (July 2016 for academies and free schools)	the final main allocation for each maintained school as at 1 April 2016 minus the amount of the main allocation paid in June 2015. Any school that converts to academy status after 1 April 2015, and by 1 April 2016, will receive the remainder of its main allocation direct from EFA in July 2016.

5. Food Standards

- 5.1 The legal requirement on schools will be to provide a lunchtime meal that meets the School Food Standards, where they apply. Where schools are not in a position to offer hot options, they should be working towards doing so as soon as possible. These standards are intended to ensure that children get the nutrition they need across the whole school day. These standards govern all food and drink on offer within the school.
- 5.2 On 17 June 2014 the Department for Education (DfE) announced a new set of simplified standards. The new standards are designed to make it easier for school cooks to create imaginative, flexible and nutritious menus. They are mandatory for all maintained schools, academies that opened prior to 2010 and academies and free schools entering into a funding agreement from June 2014, and came into force in January 2015.
- 5.3 Schools and suppliers should adhere to the food quality and standards laid out in the London School Food Plan the Children's Food Trust. These are the national and regional guidelines for schools and incorporate the latest nutritional, menu and service guidance.
- 5.4 The DfE have made clear that it is Headteachers and school governors that are best placed to make decisions in the case of pupils who have special dietary requirements, taking into account local circumstances.

6. Performance Issues

The Take-Up of the UIFSM Offer

- 6.1 The January school census, gives a figure of 90.4% of young children in Harrow (Reception, Year 1 and Year 2) as taking up the universal infant free school meal offer. This figure does not include data from primary academies. The LA does not have access to the data for primary academies as, in accordance with the Data Protection Act (DPA), in particular condition 5(b) of schedule 2, this data is not necessary for the exercise of a statutory function by the LA.

6.2 The Trend in Reception, Year 1 and Year 2 Children Eligible for Free School Meals

6.3 As a proxy for socio-economic change, 10.1% of Reception, Year 1 and Year 2 children in Harrow's primary schools were eligible for free school meals as at January 2015. The table below shows that FSM eligibility remained steady from 2010 until 2013, dropping in 2014.

6.4 The following table illustrates the recent trend in the eligibility of free school meals in Harrow (Source: DfE Harrow schools January School Census).

Percentage of Reception, Year 1 and Year 2 pupils eligible for Free School Meals

Reception to Year 2 Primary Schools	Jan-10	Jan-11	Jan-12	Jan-13	Jan-14	Jan-15
Harrow total pupils	7,604	7,799	8,179	8,444	8,872	9,350
Harrow – number eligible	1,255	1,329	1,309	1,363	1,222	943
Harrow - % eligible	16.5%	17.1%	16.0%	16.1%	13.8%	10.1%

Percentage of primary and nursery aged pupils taking a free school meal

Nursery and Primary Schools	Jan-12	Jan-13	Jan-14	Jan-15
Harrow	14.30%	14.10%	12.20%	9.60%
England	15.40%	15.30%	14.40%	N/A

Potential Financial Impact on Primary Schools

6.5 These figures indicate a decline in the percentage of young children for whom a free school meal is claimed. This will have an impact on schools' budgets through a reduction in Pupil Premium funding for schools and a reduction in schools' delegated budgets through lower levels of deprivation funding. For some schools, who may not attain the take-up threshold they may also be subject to a financial re-alignment in future that effectively claws back some of the funding.

6.6 To illustrate this point; a school with 300 pupils in this age group that has 11 (3.7%) less pupils eligible for a free school meal than

previously will suffer a loss of £14,763 in Pupil Premium Funding and £12,332 in the reduction of formula funding for deprivation. The total impact on the school would be a loss of £27,095 each year.

7. Environmental Impact

7.1 The Council's over-arching climate change strategy sets a target to reduce carbon emissions by 4% a year. Schools account for 50% of the Council's total carbon emissions. Reducing emissions from schools is therefore a vital component in meeting the Council's target. However there is a significant risk that the expansion programme will increase emissions rather than reduce them. Phase 2 of the School Expansion Programme will have an impact on carbon emissions that will need to be carefully considered in this context.

7.2 The RE:FIT Schools Programme will be available to retrofit existing school buildings to improve their energy efficiency. For new-build schools, the design standards will need to ensure that they meet high energy use efficiency standards. Of particular importance will be the use of low carbon technologies – particularly for space heating – and these will need to be thoroughly investigated during the design phase.

7.3 For many of the projects in the school expansion, programme, planning applications will be required and part of the application will be a school travel plan. Through this process and the development of the solutions for the schools, the impact of the additional pupils and their travel modes will be addressed.

8. Risk Management Implications

Risk included on Directorate risk register?
Yes (under the school expansion programme)
Separate risk register in place? No

8.1 The directorate and corporate risk management implications for the Council arising from school place planning are included on the directorate and corporate risk registers. A Programme Risk Register is reviewed by the Programme Board.

8.2 The risks for delivery of the school expansion programme have been reported in detail to Cabinet in the previous quarterly update reports. School Expansion Programme Report went to Cabinet on the 23 April Agenda (Item 8). The highest priority risk for this programme is financial in respect of the programme or individual projects being unaffordable and thereby incurring additional costs to the Council. Control actions to mitigate against this risk include, exploring how the Government's Free School Programme for new schools (programme funded directly from government) may be supported in Harrow with the context of the school expansion programme.

8.3 The letting of service contracts for schools for new providers of catering needs to be accompanied by appropriate leases and licences. Without this, significant issues with capital investment in schools (EFA funded PSBP) may be caused.

9. Legal Implications

9.1 S106 of the Children and Families Act 2014 amends the Education Act 1996 to impose a duty on state funded schools to offer free school meals to pupils in Reception, Year 1 and year 2 classes. State funded schools will include academies and pupil referral units, free schools and alternate provision as well as maintained schools.

10. Equalities implications

10.1 An Equality Impact Assessment (30 October 2013) was carried out under the School Expansion Programme. The School Expansion Programme will ensure sufficient school places for the increasing numbers of children and young people in Harrow. The current school expansions are in the primary phase and for special educational needs, though additional children will progress through to the secondary phase from around 2016. School roll projections are updated annually and in July 2014 Cabinet agreed to the publication of statutory proposals to expand permanently a third phase of primary schools. The projections inform the Secondary School Place Planning Strategy and will continue to inform school place planning across the education phases. The school expansion programme ensures there are sufficient local high quality school places for all the children in the borough. Although this assessment does not make explicit reference to the current UIFSM offer that programme is delivered in conjunction with school expansion.

11. Council Priorities

The Council's vision is: **Working Together to Make a Difference for Harrow**

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

The Universal Infant Free School Meal offer supports these priorities by:

- Ensuring Harrow Council works with schools to provide sufficient capacity for meals in its area for all children in Reception, Key Stage 1 and Key Stage 2.
- Helping to ensure that parents can use their resources more efficiently on behalf of their children.

- Helping to ensure that every infant child has a healthy and free meal available to them each day in school.

Section 3 - Statutory Officer Clearance

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 26 May 2015		
Name: Sharon Clarke	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 26 May 2015		

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

Contact:

Patrick O'Dwyer,
Education Professional Lead, patrick.odwyer@harrow.gov.uk
020 8736 6514 (x6514)

Background Papers:

The Department for Education's '*Universal infant free school meals: guide for schools and local authorities*' may be found here:

<https://www.gov.uk/universal-infant-free-school-meals-guide-for-schools-and-local-authorities>

REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 9th June 2015

Subject: Community Safety Strategy

Responsible Officer: Alex Dewsnap, Divisional Director,
Strategic Commissioning

**Scrutiny Lead
Member area:**

Exempt: No

Wards affected: All

Enclosures: Community Safety Strategy 2015-2018

Section 1 – Summary and Recommendations

This report brings to the Committee's attention the draft Community Safety Strategy for 2015 -18 and invites the Committee to make comments to Cabinet for consideration before the Strategy is recommended to Council for adoption.

Recommendations:

The Committee is recommended to send comments on the draft Community Safety Strategy to cabinet.

Section 2 – Report

Introduction

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.

Background

3.1 In the past, Community Safety Strategies have focussed on the volume crimes that attract a lot of Police, Council and public attention such as burglary and vehicle crime. These continue to be important but this strategy recognises that, for the community as a whole, there are even more significant issues including terrorism and radicalisation, the potential for child sexual exploitation and gangs. To help prevent high profile, community changing events, as well as addressing more everyday crime, Harrow needs to be a strong, united community and, therefore, this strategy is underpinned by work to enhance community cohesion and support.

3.2 Crime causes damage - be that physical, economic or social. The damage caused to each individual and to the wider community by crime is unacceptable. Crime causes fear which reduces confidence and resilience in communities. We all have the right to live our lives free from that fear. By tackling crime we improve the lives of offenders, their families and the communities in which they live. We can turn lives around - to make a positive contribution. By reducing the fear of crime and anti-social behaviour we help build strong, resilient communities, in which people can thrive and reach their potential.

3.3 In recent years, there has been a downward trend in the levels of recorded crime. Nonetheless, dealing with criminals effectively is crucial. We must also understand why people commit crimes in the first place. We will only build a safer and stronger community by tackling the root causes - deep-seated issues such as people's relationship with drink, drugs, violence and deprivation. We want all people to be able to realise their aspirations, playing a positive role in a community that they feel a genuine part of. And we want

all people to understand that getting involved in crime or behaviour that leads to crime is unacceptable.

3.4 Resident involvement in keeping Harrow safe and making it safer still is the key to our success.

Volume Crime in Harrow

4.1 The latest local crime figures show that, for 2014 compared with 2013, crime in Harrow fell by 1% which reduced the number of crimes for each 1,000 people from 51.1 to 50.6. For the MOPAC 7 crimes, Harrow's reduction was 9.1% with 25.7 crimes for each 1,000 people – down from 28.3. These figures show that Harrow's crime rate is substantially below the London average.

4.2 The most notable reductions in crime locally have been in Robbery down 39% in the last year, theft of a motor vehicle down 18%, theft from a motor vehicle down 13% and Burglary down 12.5%. Set against this encouraging picture, there has been small rise in criminal damage of almost 4% and a rise of just over 6% in violence with injury. Much of this is attributable to increased reporting of domestic abuse, although there may also be an actual increase in abuse, but there has also been an increase in street violence.

4.3 This is the latest in a long series of community safety strategies that has been able to report a reduction locally, across London and nationally in reported crime which is also confirmed by a fall in crime found by the Crime Survey for English and Wales. The impact of a crime on individuals, families and businesses is not diminished but the number of individual, families and business that suffer from the loss and distress of being a victim of crime has reduced substantially over recent years and we are anxious to maintain this trend.

4.4 The detail of actions proposed is set out in the Appendices attached to the Strategy. These actions are presented under the groups responsible for their delivery as this should improve accountability as well as allowing Safer Harrow to provide a better overview of the actions that are being implemented, the connections between different programmes and the identification of gaps in or duplication of provision. This is the added value that Safer Harrow provides.

Legal Implications

5.1 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.

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

5.3 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.

5.4 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.

Financial Implications

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

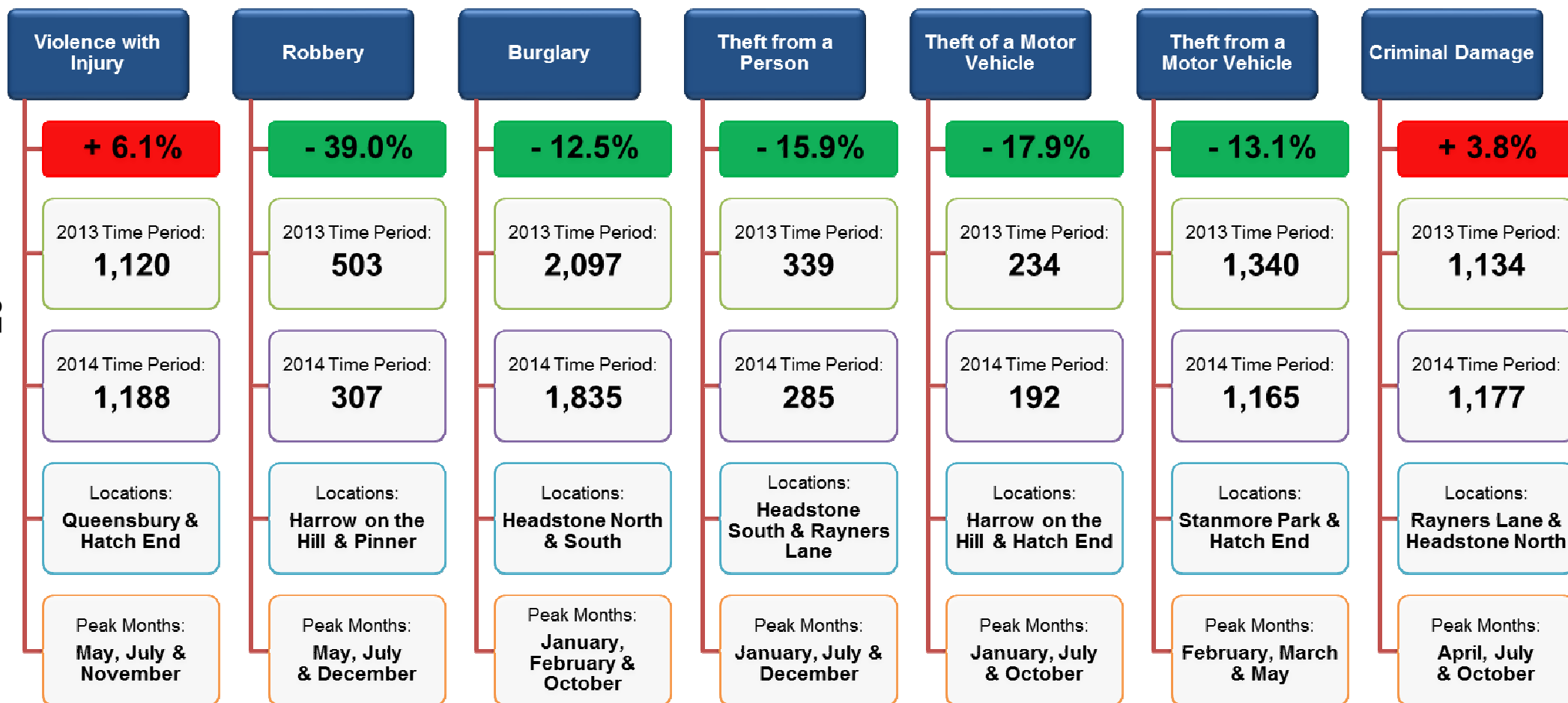
Performance Issues

7.1 The Council's Corporate Performance scorecard references residential burglary and incidents of domestic violence as indicators amongst the MOPAC 7 crimes that the Mayor has tasked the Police across London to reduce by 20% by 2017. The performance in Harrow to the end of January 2015 is set out in the table on the next page.

MOPAC Crimes in Harrow 2013 & 2014

All figures stated below were taken from the MET Police website that was available at the end of January 2015.

37



This shows substantial reductions across 5 of the 7 MOPAC crime types including outstanding performance with regard to robbery and motor vehicle crime.

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

Equalities implications

Was an Equality Impact Assessment carried out? Yes

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.

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: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 27 th May 2015		
Name: Linda Cohen	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 27 th May 2015		

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

Contact: Mike Howes, Senior Policy Officer, 020 8420 9637

Background Papers: Community safety Strategy 2014-17

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Harrow Community Safety Strategy 2015-2018

We are pleased to introduce Harrow's Community Safety Strategy for 2015-2018. The strategy brings together the work of Harrow Council, Harrow Police, The Fire Service, Offender Management Services in Harrow, Health and Public Health Service, voluntary and community organisations and the Local Safeguarding Children and Adults Boards where their work relates to safety. These agencies share a priority to make Harrow the safest place to live, work and visit in London.

In the past, Community Safety Strategies have focussed on the volume crimes that attract a lot of Police, Council and public attention such as burglary and vehicle crime. These continue to be important but this strategy recognises that, for the community as a whole, there are even more significant issues including terrorism and radicalisation, the potential for child sexual exploitation and gangs. To help prevent high profile, community changing events, as well as addressing more everyday crime, Harrow needs to be a strong, united community and, therefore, this strategy is underpinned by work to enhance community cohesion and support.

Crime causes damage - be that physical, economic or social. The damage caused to each individual and to the wider community by crime is unacceptable. Crime causes fear which reduces confidence and resilience in communities. We all have the right to live our lives free from that fear. By tackling crime we improve the lives of offenders, their families and the communities in which they live. We can turn lives around - to make a positive contribution. By reducing the fear of crime and anti-social behaviour we help build strong, resilient communities, in which people can thrive and reach their potential.

In recent years, there has been a downward trend in the levels of recorded crime. Nonetheless, dealing with criminals effectively is crucial. We must also understand why people commit crimes in the first place. We will only build a safer and stronger community by tackling the root causes - deep-seated issues such as people's relationship with drink, drugs, violence and deprivation. We want all people to be able to realise their aspirations, playing a positive role in a community that they feel a genuine part of. And we want all people to understand that getting involved in crime or behaviour that leads to crime is unacceptable.

Resident involvement in keeping Harrow safe and making it safer still is the key to our success.

Councillor Graham Henson,

Chair, Safer Harrow

Vision

The Council's vision for the future of Harrow is "Working together to make a difference for Harrow" and this is particularly relevant to the work of Harrow's Community Safety Partnership which we call Safer Harrow. This brings together many of the organisations that are contributing to making Harrow the Safest Borough in London to share their ambitions and plans so that we can integrate their effort and achieve a better and safer outcome.

The Council's vision for Harrow is amplified through four priorities which are also relevant to the work of Safer Harrow. These are:

- Making a difference for the most vulnerable;
- Making a difference for communities;
- Making a difference for businesses; and
- Making a difference for families.

Community safety is a thread that runs through all of these priorities from safeguarding vulnerable young people and adults, addressing anti-social behaviour that can blight communities, reducing shop lifting and criminal damage that undermines businesses and tackling domestic violence that breaks up families and, in some cases, leads to very serious injuries.

Safer Harrow has its own vision which is that Harrow becomes the Safest Borough in London and, as this Strategy will demonstrate, there has been significant progress towards this objective in the last year.

Harrow the place

In Harrow our population is growing, and is getting proportionally older (65+) and younger (5-9 years), becoming more diverse overall and seeing an increase in the size of families. In some areas of the community, the working level of English is poor, which increases the risks of worklessness. We are seeing an increase in the demand for services for those residents with complex needs and seeing a growth in health inequality between our most deprived and most affluent wards. Harrow continues to profit from its reputation as a tolerant and welcoming place for new arrivals but tensions can develop in communities that undergo rapid change and these must be effectively managed. Community cohesion is therefore an essential ingredient for Harrow to become the safest borough in London.

National Context

The Crime Survey for English and Wales (CSEW) shows that all crime is declining. The latest figures from the CSEW show that, for the offences it covers, there were an estimated 7.0 million incidents of crime against households and resident adults (aged 16 and over) in England and Wales. This represents an 11% decrease compared with the previous year's survey, and is the lowest estimate since the CSEW began in 1981. The CSEW covers a broad range of victim based crimes and includes crimes which do not come to the attention of the police. Decreases were evident for almost all crime types compared with the previous year; including vehicle-

related theft and criminal damage (both falling by 15%) and other household theft (down 9%).

In contrast, police recorded crime shows no overall change from the previous year, with 3.7 million offences recorded in the year ending September 2014. The renewed focus on the quality of crime recording is likely to have prompted improved compliance with national standards, leading to more crimes being recorded than previously. This is thought to have particularly affected the police recorded figures for violence against the person (up 16%), public order offences (up 10%) and sexual offences (up 22%).

The numbers of rapes (24,043) and other sexual offences (48,934) are the highest recorded by the police since 2002/03. As well as improvements in recording, this is thought to reflect a greater willingness of victims to come forward to report such crimes and the impact of high-profile prosecutions of well known people.

There was also an increase in the volume of fraud recorded (5% year on year), though it is difficult to judge to what extent this was affected by the transfer of responsibility for recording fraud offences from individual police forces to Action Fraud, or reflected an increase in public reports or a rise in actual criminality. It is thought that levels of fraud are substantially under-reported and so these figures may simply provide a measure of such offences being brought to the attention of the authorities.

Two other aspects of the National picture have informed the preparation of this Strategy. First, the revelations about and investigations into Child Sexual Exploitation in Rotherham, Oxfordshire and elsewhere have placed a renewed emphasis on this crime. Work in the West Midlands and elsewhere indicates that the number of estimated cases far exceeds those known to the local authorities and the Police. This has prompted the Community Safety Partnership, in association with the Local Safeguarding Children's Board, to consider the governance of this issue, the readiness of staff in a number of organisations to recognise the signs of exploitation and the robustness of the pathways and interventions that follow reporting.

Finally, the recent high profile reporting of young people making their way Syria to support ISIS has heightened concerns about radicalisation and events in Paris and elsewhere have increased the assessed risk of the threat of terrorism. While counter-terrorism activity is mostly the responsibility of national agencies, the front line in relation to radicalisation rests with the local authority and the Community Safety Partnership.

London Context

The latest figures for London compare the year 2014 with the previous period. In this period, the total recorded crime fell by 1.4% with the biggest reductions being in relation to Robbery, Burglary and Drug related offences. Another way of showing crime figures is the number of recorded offences for each 1,000 people living in London. In 2014, this measure fell from 85.6 crimes to 84.4 for each 1,000 people.

The number of recorded MOPAC 7 crimes – those designated by the Mayor as a priority because of the impact they have on the community on a daily basis and which include Burglary; Robbery; Theft from the person; Theft of a motor vehicle; Theft from a motor vehicle; Criminal Damage and Violence with Injury – fell by 7.9% across London during this period. This represents a fall from 43.7 MOPAC 7 crimes for each 1,000 people living in London to 40.3 crimes.

Local Context

The latest local crime figures show that, for 2014 compared with 2013, crime in Harrow fell by 1% which reduced the number of crimes for each 1,000 people from 51.1 to 50.6. For the MOPAC 7 crimes, Harrow's reduction was 9.1% with 25.7 crimes for each 1,000 people – down from 28.3. These figures show that Harrow's crime rate is substantially below the London average.

The most notable reductions in crime locally have been in Robbery down 39% in the last year, theft of a motor vehicle down 18%, theft from a motor vehicle down 13% and Burglary down 12.5%. Set against this encouraging picture, there has been small rise in criminal damage of almost 4% and a rise of just over 6% in violence with injury. Much of this is attributable to increased reporting of domestic abuse, although there may also be an actual increase in abuse, but there has also been an increase in street violence.

This is the latest in a long series of community safety strategies that has been able to report a reduction locally, across London and nationally in reported crime which is also confirmed by a fall in crime found by the Crime Survey for English and Wales. The impact of a crime on individuals, families and businesses is not diminished but the number of individual, families and business that suffer from the loss and distress of being a victim of crime has reduced substantially over recent years and we are anxious to maintain this trend.

However, we are also aware that wider criminal issues could have an even more significant impact which is why this strategy considers the local potential for terrorist incidents to occur here, the threat that radicalisation can have on our young people and the wider community, the potential for Child Sexual Exploitation and the impact of violence and gang activity. Most of these issues have not been addressed before in Harrow's community safety strategies but the threat of all of them appears more real and more immediate than before.

Getting things done - Governance

Managing the interventions designed to prevent crime and anti-social behaviour is complex. There are services to help people who are victims of crime and a broad range of services and programme to help people who may be at risk of offending or re-offending. Many offenders are also victims and need the support of the services that safeguard young people or adults from harm.

Bringing all of these programmes together, making sure that gaps in service provision are identified and programmes changed if possible to fill them, eliminating duplication and ensuring that work achieves its objectives are all functions that Safer

Harrow is designed to achieve. In the past, Safer Harrow too often received information and but did not question the assumptions it contained or the challenge the rate of progress made. In preparing this strategy, Safer Harrow has reviewed its own purpose and methods of working and concluded that a more active and assertive role is required to make sure that the right things get done. While, as a Partnership Body, Safer Harrow cannot instruct other agencies what to do or how to do it, it can highlight need, encourage joint working, co-operation and participation in achieving improvements and solutions. It will in future also call for a greater degree of analysis to demonstrate how performance issues in one area impact of other services and community safety issues. Safer Harrow is aware that community confidence in the safety of Harrow is a factor of the quality of all of the services that address specific community safety issues and that many of these are inter-dependent. Safer Harrow provides the forum within which the impact of the quality of each programme can be assessed.

Safer Harrow has also started reviewing the web of sub-groups and meetings that have sprung up to address individual crime and anti-social behaviour issues. Too often, these work in isolation and do not benefit from other work already in place in the Borough. Safer Harrow will complete a governance review in the coming months to ensure that our scarce resources are used to the very best effect and that best practice is followed in all community safety activities.

Safer Harrow will also review its membership to ensure that it has links with the organisations that can help to address the issues detailed in this Strategy, and specifically will seek to include representatives of voluntary and community sector organisations, the health economy and specifically mental health services, and from community champions.

Community Cohesion

Community cohesion is what must happen in all communities to enable different groups of people to get on well together. A key contributor to community cohesion is integration which is what must happen to enable new residents and existing residents to adjust to one another. So, with a population that is becoming increasingly diverse, it is important to work actively to identify changing issues, to maintain Harrow's high levels of cohesion and to respond quickly and effectively when there are tensions to be addressed. Our concern is not just with race and culture - it also examines the many factors that could divide our local community, such as social class, prejudice and discrimination on the grounds of age, gender, disability, faith or sexual orientation.

Becoming complacent is one of the quickest paths to the breakdown of community cohesion, so we need to focus both on addressing the divisions that do exist – because as strong as Harrow's community is, it is not perfect – and on building upon the excellent work that has already been done by residents and community organisations, in partnership with local public sector organisations.

Cohesive communities have five key attributes:

- **Sense of community:** for example whether people enjoy living in their neighbourhood and are proud of it, whether people look out for each other and pull together.
- **Similar life opportunities:** the extent to which people feel they are treated equally by a range of public services.
- **Respecting diversity:** whether people feel that ethnic and other differences are respected within their neighbourhood.
- **Political trust:** do people feel they can trust local politicians and councillors and do they feel that their views are represented?
- **Sense of belonging:** whether people identify with their local neighbourhood and know people in the local area.

Local areas with a high sense of community, political trust and sense of belonging show significantly lower levels of reported crime. Rates for different types of crime are predicted to reduce as sense of community goes up. Therefore, Crime and anti-social behaviour is most prevalent in fractured communities.

These attributes can be influenced by other social programmes and outcomes such as:

- Social Mobility that widens access to jobs and training and encourages educational aspiration and enterprise
- Common Ground – a clear sense of shared aspirations and values which focus on what we have in common rather than our differences
- Participation to create a clear understanding and tolerance through doing things together and pulling together to achieve success
- Personal and Social Responsibility
- Tackling extremism and intolerance that deepen division and increase tensions
- Integration which comes from everyday life, and long-term social and economic challenges which create barriers to a more integrated community.

Other parts of the Council are working on these issues and we need to recognise the contribution that they make both to community cohesion and, thereby, to community safety. A number of studies studies have linked community cohesion with decreases in crime, but many have tended to focus on the social control aspect of community cohesion. The five key aspects of community cohesion set out above were identified in a more recent study. Of these, the sense of community factor was found to be the strongest predictor of various types of recorded crime. This sense of community factor is made up of some issues that include elements of social control such as whether people pull together to improve the area, whether they feel safe walking at night, whether neighbours look out for each other and whether they trust people in their neighbourhood. But it also includes a more general sense of camaraderie such as whether people enjoy living in the area and are proud of the neighbourhood.

The sense of belonging factor also contains aspects of social control. This measures whether respondents know many people in their neighbourhood and whether they feel a sense of belonging to the local area and neighbourhood. This factor is not a strong predictor of lower levels of crime. This means that you don't need to feel a strong sense of attachment to an area in order to benefit from the

sense of community that is linked with lower levels of crime. A sense of community rather than a sense of attachment is the most important predictor of lower levels of crime. This is good news for areas with high population turnover, particularly because this sense of community is not only linked with lower levels of violent crime (the type of crime most often linked with the presence or absence of social control), but also with other types of neighbourhood level crime such as burglary from dwellings, and theft of and from motor vehicles.

Countering Terrorism

The Government's Office for Security and Counter-Terrorism, in the Home Office, works to counter the threat from terrorism. Their work is covered in the government's counter-terrorism strategy, CONTEST.

The strategy is based on 4 areas of work:

- **pursue:** to stop terrorist attacks in this country and against our interests overseas. This means detecting and investigating threats at the earliest possible stage, disrupting terrorist activity before it can endanger the public and, wherever possible, prosecuting those responsible.
- **prevent:** work to stop people becoming terrorists or supporting terrorism and extremism – Counter terrorist propaganda; intervention programmes for those at risk; reporting of illegal on-line material when it comes to light; Focus only on the vulnerable rather than give the impression that whole communities need to be convinced that terrorism is wrong
- **protect:** We know where and how we are vulnerable to terrorist attack and have reduced those vulnerabilities to an acceptable and a proportionate level; and
- **prepare:** working to minimise the impact of an attack and to recover from it as quickly as possible

For the Council, the key provision of the Counter Terrorism and Security Act places the Prevent programme on a statutory footing. This was one of the recommendations of the Extremism Taskforce, which was set up following the murder of Fusilier Lee Rigby in May 2013. Recent events like the siege in Sydney and the attacks on Charlie Hebdo and Porte de Vincennes deli in Paris have put greater focus on work to prevent radicalisation.

The Prevent duty guidance, published alongside the Act goes into more detail. It sets an expectation that local authorities will:

- Establish or make use of an existing local multi-agency group to agree risk and co-ordinate prevent activity and put in place arrangements to monitor effectively the impact of Prevent work;
- Use the existing counter-terrorism local profiles to begin to assess the risk of individuals being drawn into terrorism.
- Engage with Prevent coordinators, schools, universities, colleges, local prisons, probation services, health, immigration enforcement and others as part of the risk assessment process.

- Mainstream the prevent duty so it becomes part of the day-to-day work of the authority, in particular children's' safeguarding.
- Any local authority that assesses, through the multi-agency group, that there is a risk will be expected to develop a Prevent action plan.
- Ensure frontline staff have a good understanding of Prevent, are trained to recognise vulnerability to being drawn into terrorism and are aware of available programmes to deal with this issue.

The other specified authorities in the Act who are also subject to the Prevent duty include criminal justice agencies including prisons, educational and childcare establishments, health and the police. The Act provides a statutory framework for a joint local authority/police panel to assess the extent to which identified individuals are vulnerable to being drawn into terrorism and to put in place a support plan. This effectively places Channel on a statutory footing.

The Bill sets out that these panels are to be chaired by the responsible local authority. The Channel process aims to provide support to individuals at risk of being drawn into violent extremism. Channel is voluntary and an individual must provide consent. It draws on existing collaboration between local authorities, the police, statutory partners (such as the education sector, social services, children's and youth services and offender management services) and the local community and has three objectives: to identify individuals at risk of being drawn into violent extremism; to assess the nature and extent of that risk; to develop the most appropriate support for the individuals concerned

The Council and all of the statutory partners prepare for dealing with emergencies whatever their cause. Locally, emergency planning contingency plans have been prepared and continue to be updated to enable the Council and the emergency services to be as prepared as possible to respond to any emergency situation.

Child Sexual Exploitation

Child sexual exploitation (CSE) is complex and often intimately bound up with other problems and difficulties young people are experiencing.

Child sexual exploitation is child abuse and children and young people who become involved face huge risks to their physical, emotional and psychological health and well-being.

Often vulnerable children and young people are targeted by perpetrators; however, this is not exclusive to those who are vulnerable.

Young people who are in local authority care are recognised as being more at risk, but the statistics show that the majority of victims in London are actually living with their families.

Some children or young people do not recognise the coercive nature of the relationship and do not see themselves as victims of exploitation, as they consider they have acted voluntarily. The reality is that their behaviour is not voluntary or consenting. It is important to remember that a child cannot consent to his or her own

abuse. Greater weight and attention should be given to the reasons why they may want or feel they have to stay in exploitative relationships. Once entrapped into this form of abuse, acts or threats of violence often work to prevent escape and access to help.

There is a link between trafficked children and CSE. Children are known to be trafficked for sexual exploitation and this can occur anywhere within the UK, across local authority boundaries and across international borders.

Tackling the underlying problems and difficulties experienced by young people is key to responding to CSE. Dealing with sexual exploitation as an isolated issue may, conversely, end up leaving young people more vulnerable if these other problems (i.e. substance misuse, housing, mental health) are not also addressed.

Creating opportunities for young people to build positive relationships is vital. Promoting young people's active participation in their own support is key.

The scale of the problem has become apparent in places across the Country only fairly recently. Certainly, the level of attention now paid to CSE is significantly higher than say, 10 years ago. Recent London estimate suggests that there may be as many as 2,000 cases in the Capital each year.

Tackling CSE is incredibly difficult. No one should underestimate this. It requires spotting the signs, helping young people to recognise their experience as abuse and getting them to trust public services instead of their abusers, often in the face of serious threats. Ofsted reports that "few local authorities have got it right".

Ofsted also suggests that to tackle CSE effectively requires a Council and its partners to mobilise their services and powers together. The Council has a duty to safeguard the victim and it also governs the landscape in which CSE potentially occurs including schools, care homes, parks, taxis and take away food shops. Councils have powers of licensing and regulation that can be used to disrupt illegal activity and keep the community safe.

Rotherham demonstrated that there can be a gap between a sensible policy on paper and the actuality of practice on the ground in which CSE can flourish. In Rotherham, this gap was facilitated by the overall culture of the Council, a lack of a shared vision, the complexity of partnership structures, and the lack of strong political and managerial leadership which inhibited the Council's ability to tackle failings, and lead the transformation of the Borough. Together with the LSCB and all bodies that have professional dealings with young people, we must ensure that the vision, culture, partnerships and practice is right in Harrow to safeguard our young people.

Partnerships need to develop the confidence to enable partners to challenge each other around performance with a view to collective improvement; to learn the lessons of inspection and other reports about themselves and other places; and to drive through the implementation of improvement plans. Across partners and within each partner organisation, there needs to be corporate ownership of priorities for which there is shared responsibility for progress;

While the LSCB is leading on the development and implementation of strategies and standards to address CSE in Harrow, Safer Harrow has an over-arching responsibility to ensure that all the elements of the Partnership are involved and contributing to keeping young people safe.

Gangs

In Harrow, a gang is defined as a relatively durable, predominantly street-based group of young people, who see themselves and are seen by others as a discernible group and engage in a range of criminal and anti-social activities including violence. A gang will identify with or lay claim to a particular territory and, potentially, will be in conflict with other similar gangs.

Safer Harrow will bring together a Gangs strategy that seeks to reduce the number of young people drawn to gang membership through education, diversion and other means, equip existing gang members support to exit their gang, disrupt gang activity through investigation and enforcement, particularly related to gangs' economic activity; and enable the families of gang members to encourage and support withdrawal from gangs and to safeguard the younger siblings of gang members.

The Gangs Strategy will identify the scale of the gangs issue in the Borough which is currently low but needs to be addressed to ensure that it will not grow. The Strategy will equip front line staff in schools, youth centres and all other settings working with young people and where appropriate, parents, to recognise the signs that a young person may be involved with or at risk of becoming involved gang activity including;

- Withdrawal from family
- Sudden loss of interest in school, decline in attendance or academic achievement
- Use of new slang or unknown words
- Unexplained money or possessions or the unexplained use to which money has been put
- Changes in patterns of behaviour
- Signs of sexual exploitation
- Signs of the psychological effects of exploitation such depression and suicide attempts
- Concerns about going to certain areas
- Changes in dress, friendship groups.

The strategy will seek to bring together the data and intelligence held within partner organisations through data sharing protocols and through establishing Gang Single Points of Contact (SPOCs) within each organisation to gather, analyse and use data as quickly and effectively as possible. Safer Harrow will bring together the common themes which can make young people vulnerable to gang membership, child sexual exploitation and radicalisation and seek a common and over-arching approach to these factors over and above the specific work to address each strand of community safety activity.

Domestic Violence

Safer Harrow will oversee the implementation of the Council's recently adopted Domestic and Sexual Violence Strategy and ensure that the impact of the Council's investment fund is maximised to support and maintain existing services and, where possible, lead to additional Domestic and Sexual Violence services.

The key priorities from the DSV Strategy are:

- an increased investment in services for high risk victims of domestic violence;
- an attempt to provide earlier interventions both through specialist support and by equipping professionals working for all relevant agencies with knowledge and confidence to recognise the indicators of abuse and refer appropriately; and
- increasing community awareness and capacity to counteract the influences that lead to forced marriage, honour-based violence and Female Genital Mutilation.

The Investment Fund's priorities are:

- an additional Independent Domestic Violence Adviser (IDVA) to be based in Northwick Park Hospital, increasing the capacity of the IDVA based in Children and Families, increasing the capacity of MARAC support and beginning a trial of a Family Domestic Violence project to address violence in a family setting;
- A new campaign of information and training across all relevant organisations in Harrow to ensure that as well as professionals knowing the signs of abuse and how to refer cases, they have the confidence to act; and
- The active involvement of voluntary and community organisations in campaigns to raise community awareness to prevent wider forms of domestic and sexual violence.

The Council is re-commissioning its primary Domestic and Sexual Violence Services and hopes to provide an integrated and co-ordinated service that takes into account the provision made by MOPAC in the Pan-London service and the emerging needs around issues such as Female Genital Mutilation (FGM), Honour-based violence and Forced Marriage. There are two indicators of the benefits of interventions that are being introduced – a professional's assessment and a client's assessment of increases in safety, support networks and freedom to take decisions. This will help the Council to assess the value of different approaches and to integrate this work with the Families First programme which is taking forward the Government's Troubled Families agenda.

The Council also funds individuals who are assessed as likely to benefit from such an intervention to attend a perpetrator programme which aims to change behaviour of men who use violence and abuse towards their partners. They run in small groups aiming to:

- help men stop being violent and abusive
- help them learn how to relate to their partners in a respectful and equal way

- show them non-abusive ways of dealing with difficulties in their relationships and cope with their anger
- keep their partner safer.

Volume Crime

The Strategic Assessment has identified that reported crime in Harrow fell by 1% between September 2013 and September 2104. This was a slightly smaller fall than for London as a whole which achieved a 1.4% reduction; however Harrow's crime totals equate to 50.6 crimes per 1,000 population whereas London as a whole recorded 84.4 crimes per 1,000 population. On this measure, Harrow had the lowest recorded crime level in London in the period covered by the Strategic Assessment.

A subset of crimes has been identified by the Mayor's Office for Policing and Crime (MOPAC) which they feel more accurately reflects the experience of crime for most Londoners. The MOPAC 7 crimes are:

- Violence with Injury
- Robbery
- Burglary
- Theft of a motor vehicle
- Theft from a motor vehicle
- Theft from the person
- Criminal Damage

For the MOPAC 7 crimes, Harrow recorded a 9.1% reduction to 25.7 crime per 1,000 population compared to a reduction for London as a whole of 7.9% to 40.3 crime per 1,000 population. Of the MOPAC 7 crime types, only two increased in Harrow, criminal damage up 3.8% and Violence with Injury up 6.1%. Much of the increase in Violence with Injury is attributable to increased reporting of Domestic Violence. In relation to street violence, the crimes reported to the Police have been analysed and hot spots and high risk times have been identified. These are the town centre and are associated with the night-time economy and Northolt Road. Specific actions to address this are included in the action plan relating to public protection.

Safer Harrow will monitor the development and implementation of plans to continue to reduce volume crimes and foster the co-operation of partners where necessary to increase their effectiveness.

Ex-offenders are supported by the Probation Service to try to reduce re-offending and our Integrated Offender Management Scheme works to help those at most risk of re-offending to stay out of trouble. A lot of crime is related to addictions – mostly drugs and/or alcohol – and we provide services to help people address their misuse of these substances. Some anti-social behaviour stems from boredom and a lack of direction and there are schemes to address these issues that have been used with particular success by the Early Intervention Panel which helps young people who are on the edge of criminality and whose interventions currently have a 99% success rate in ensuring that these young people do not become formally involved with the Criminal Justice System.

Victims of crime

Under the Code of Practice for Victims of Crime,

- Victims of the most serious crime;
- persistently targeted victims; and
- vulnerable or intimidated victims

are entitled to specific services including information about the progress of court cases and, in some circumstances, to the management of offenders as well as being afforded the opportunity to make victim statements at various stages of proceedings and parole hearings.

If you've been a victim of any crime or have been affected by a crime committed against someone you know, Victim Support can help you find the strength to deal with what you've been through as well providing some practical help. Locally, Victim Support can be contacted on 0845 450 3936.

Hate Crime

Hate crime happens because of hostility towards a person's race, disability, sexual orientation or gender identity, religion or faith. No one should have to tolerate incidents of hate crime.

Tackling hate crime matters because of the damage it causes to victims and their families, but also because of the negative impact it has on communities in relation to cohesion and integration. There is clear evidence to show, that being targeted because of who you are has a greater impact on your wellbeing than being the victim of a 'non-targeted' crime. We also know that low level hate crimes can escalate quickly if not dealt with early, with victims often being targeted repeatedly. As a number of cases have shown, this escalation can have tragic consequences, if it is not challenged quickly. More widely, tackling hate crime effectively – and being seen to tackle it – can help foster strong and positive relations between different sections of the community and support community cohesion.

All the available research and testimonials from voluntary organisations suggest that hate crime is hugely under-reported. Some victims may be reluctant to come forward for fear of attracting further abuse, for cultural reasons, or because they don't believe the authorities will take them seriously. More isolated sections of the community are even more unlikely to report crimes. Under-reporting is a significant issue among the following groups:

- New migrant communities, including Asylum and Refugee communities
- Gypsy, Irish Traveller and Roma communities
- Transgender victims
- Disabled victims

Some people are targeted just because of who they are. Hate crime makes victims of whole communities with repercussions beyond those being targeted. Hate crime has a significant impact on the perception of crime, community cohesion and can

lead to feelings of fear, stigmatisation and isolation among those who share characteristics with victims, even if they have not been victimised themselves.

In his Policing and Crime Plan, the Mayor recognises that levels of hate crime are too high and that there is significant under reporting.

Analysis of the hate crime data undertaken by MOPAC indicates that in the rolling year to February 2015, the number of recorded offences in each category in Harrow is:

- Disability hate crime increased by 1 from 4 to 5
- Faith hate crime increased by 5 from 29 to 34
- Homophobic hate crime reduced by 1 from 10 to 9
- Racist and religious hate crime increased by 64 from 205 to 269
- There was no reported Transgender hate crime

Hate crime can be reported directly to the police. Additionally, the Council has commissioned Stop Hate UK, a national charity that works in this area to take reports of hate crime and to advise victims of the support available to them. Stop Hate UK provide anonymous and independent support and can be contacted on their 24 hour helpline, 0800 138 1625. Reports of hate crime can also be made online by visiting www.stophateuk.org or texting 077 1798 9025.

Harrow Equality Centre undertakes casework to support victims of Hate Crime.

Safer Neighbourhood Board

In 2013, MOPAC reviewed their support for local Police engagement and accountability structures and decided to sponsor the creation of a Safer Neighbourhood Board for each Borough. In Harrow, a Board was established in April 2014 and has met quarterly throughout the year receiving data packs on crime levels and police performance and submitting bids for projects to address issues of concern. The projects funded by MOPAC via the Safer Neighbourhood Board locally have included community engagement activity and the installation of a knife bin in Wealdstone. The Board considering now further work relating to gangs; violence against women and girls, further community engagement and work with Ward Panels, better interaction between the Police and young people, victims' understanding of the criminal justice system and the part played by different agencies, support for the Secure Streets initiative and possible work with the Romanian Community.

Fire Service

As part of the Fire Service's free, home fire safety visit they will assess your home and offer advice on how to make it safer; where appropriate they will fit a smoke alarm. The home fire safety visit is usually for people regarded as having a higher risk of fire in the home such as:

- Older people living alone
- People with mobility, vision or hearing impairments

- People accessing mental health service users
- Those liable to intoxication through alcohol and/or drug use

Visits shouldn't last more than a few minutes and could significantly help prevent fires.

The Fire Service also provides advice and information about issues such as hoarding which can increase the risk of fire and prevent quickly leaving a burning building, carbon monoxide poisoning, barbeques, bonfires and fireworks to help keep residents safe.

The Service also works hard to tackle the problem of arson. In 2010/11 they attended over 6,000 deliberate fires in London. This number is coming down, but more still needs to be done because these fires damage property, take firefighters away from training and fire safety work, and can even lead to people being hurt or killed.

They tackle arson by working closely with other organisations like the Police, and we also raise awareness of the problems of arson by using publicity and campaigns. Through youth engagement programmes they talk to young people about the consequences of crimes like arson and hoax calls.

A range of people help tackle arson including:

- Fire investigation units, teams who attend fires after firefighters have put the fire out. Fire investigators work closely with police to find out how deliberate fires are started. Teams use specialist equipment and techniques, and can even call on fire investigation dogs, trained to sniff out accelerants such as petrol.
- An Arson Task Force, which brings together the Fire and Rescue Service, the police and government departments, to reduce arson-related deaths, injuries and fire damage.
- The juvenile firesetters intervention team (JFIS), which works with young people who have demonstrated firesetting behaviour.

Data Sharing

One of the ways in which Safer Harrow can add value is by facilitating the sharing of data and information in a timely and relevant way so that those who need to, know about problems, issues, individuals of interest and those needing support. There is a number of data sharing agreements in place some of which are out of date and others which overlap. There may be gaps around what data can be shared even though there is a statutory obligation for public authorities to share data for the purpose of preventing crime.

Safer Harrow will sponsor a review and update of data sharing agreements and the governance of information sharing routes so that the right people get the right information at the right time.

Review of last year's Strategy

The 2014-17 Community Safety Strategy focussed primarily on reducing volume crime. The statistics set out earlier in this strategy relating to volume crime show that this has been significantly reduced. However, of the actions that were proposed as part of the last strategy, several have not been completed including:

- improving information sharing agreements and processes,
- a more co-ordinated approach to tackling anti-social behaviour,
- the development of a Gangs Strategy, and
- Optimising the potential of the Integrated Offender management Scheme.

These actions have been or will be taken forward in the action plans supporting this strategy.

Action Plans developed and owned the following Groups, which will be responsible for delivery, are attached or will be attached to the Strategy as they are developed.

DV Strategy Group - attached

Prevent Working Group – under development following a risk assessment to be completed in line with the new duty coming into effect from 1st July

YOT Management Board – attached (To Follow)

Early Intervention Panel – under development

ASBAG – under development

Community Champions – under development

Gangs - Group to be formed

MASE - under development, Group fairly recently formed

Drug and Alcohol Services – attached (To Follow)

Suicide Prevention – to be developed – Group recently restarted

Domestic Violence Strategy Group Action Plan

Domestic and Sexual Violence, which can be defined as physical, psychological, sexual or financial violence that takes place within an intimate or family-type relationship and forms a pattern of coercive and controlling behaviour, is the largest element of a collection of criminal activities which typically see women and girls as victims. In addition to domestic violence itself, these crimes include forced marriage, honour-based violence, female genital mutilation, sexual exploitation, trafficking and prostitution. The overwhelming majority of victims of violence are female (and the perpetrators male), but the services covered by this strategy are, usually, also available to male victims although in some cases in separate settings.

There has been a change over recent years in the public response to issues covered by these crimes including recent well supported campaigns against female genital mutilation and honour-based violence. It seems that we no longer regard violence within the home as none of society's business and this strategy seeks to capitalise on this new spirit. We want to raise public awareness about these issues still higher to ensure that general disapproval removes the comfort that perpetrators used to feel from the silence of friends and neighbours. We want to equip all professional staff to have the knowledge and confidence to recognise the symptoms of violence and refer victims to the appropriate interventions and we want to be able to intervene earlier to reduce the scale of silent suffering.

The Council's Domestic and Sexual Violence Strategy requires the council and other public bodies, in partnership with the voluntary sector, to develop policies and services that appropriately address the full range of forms of violence, and provide a more joined-up approach and integrated framework to tackle all forms of Violence, under four broad headings of: Prevention, Provision, Partnership and Perpetrators.

Prevention

Prevent violence from happening by raising awareness of its forms and prevalence and challenging the attitudes and behaviours which foster it and intervening early where possible to prevent it.

Provision

Securing our existing provision, expanding it where possible and adding specialist services to address the areas of violence that have been paid less attention in the past.

Partnership

Work in partnership to obtain the best outcome for victims and their families including seeking to agree and achieve consistent pathways and standards of service, sharing information where this is in the interests of victims and collecting information to monitor progress.

Perpetrators

Take action to reduce the risk to women and girls who are victims of these crimes and ensure that perpetrators are brought to justice and supported to change their behaviour.

In summary, this involves

- increasing investment in services for high risk victims of domestic violence;

- attempting to provide earlier interventions both through specialist support and by equipping professionals working for all relevant agencies with knowledge and confidence to recognise the indicators of abuse and refer appropriately; and
- increasing community awareness and capacity to counteract the influences that lead to forced marriage, honour-based violence and Female Genital Mutilation.

New investment funds will be used to provide

- an additional Independent Domestic Violence Adviser (IDVA) to be based in Northwick Park Hospital, increased capacity of the IDVA based in Children and Families, increased capacity of MARAC support and beginning a trial of a Family Domestic Violence project to address violence in a family setting;
- A new campaign of information and training across all relevant organisations in Harrow to ensure that as well as professionals knowing the signs of abuse and how to refer cases, they have the confidence to act; and
- The active involvement of voluntary and community organisations in campaigns to raise community awareness to prevent wider forms of domestic and sexual violence.

In particular, the Domestic and Sexual Violence Strategy Group will undertake or arrange for the following actions to be pursued

Prevention

Prevent violence from happening by challenging the attitudes and behaviours which foster it and intervening early where possible to prevent it. Increase public awareness of violence and move towards early intervention. Train and equip staff across the partnership to recognise and respond early to violence.

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
<p>To ensure that all Harrow residents, community groups and organisations are aware of Harrow's commitment to addressing all types of violence, and have access to information and referral routes into services which are culturally specific, including perpetrator targeted campaigning.</p>	<p>Develop a partnership cross-agency communications plan which will include:</p> <ol style="list-style-type: none"> 1. Annual awareness raising campaigns: White Ribbon Day & International Women's Day; 2. Targeted campaigns for specific areas including FM, HBV, FGM and SV, SE, Prostitution and Trafficking - link campaigns to LSCB, ASB & Harrow Shield. 3. Maintain and distribute publicity material on an annual basis including DSV Leaflets and Safety Cards for victims. 4. Develop and implement a mentoring programme by encouraging advocates in local communities as champions 	<p>Public are informed about what constitutes violence and its prevalence in Harrow.</p> <p>Public are made more aware of the services available in Harrow.</p> <p>Victims access services more quickly thus leading to early intervention and a reduction in further harm.</p> <p>Violence can be openly challenged and discussion is not considered to be taboo.</p>	<p>Communications plan in place.</p> <p>Six campaigns delivered over 3 years – targeting different areas of violence, with use of multi-media, advertisements, posters on the back of toilet doors in public spaces, shopping centres, cinemas, GP surgeries.</p> <p>Publicity material updated, and maintained annually, in consultation with the DSV Forum.</p> <p>Mentoring Programme for advocates from local community groups established.</p> <p>Survey evidence of before and after public awareness</p>	<p>Harrow Council</p>	<p>Communications Plan completed October 2014</p>

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Develop, implement and deliver violence prevention and awareness raising programme in Harrow aimed at young people.	Under Public Health's Healthy Schools Programme, include the delivery of culturally sensitive and age appropriate FGM awareness sessions for students as well training teachers on FGM and how to respond appropriately.	Increased awareness in schools regarding how to respond to disclosures of violence.	Survey data on before and after awareness of FGM, and support services that are available	Public Health & FORWARD	November 2014 for development; Delivery through to March 2018
	Address emerging trends of increased sexual violence amongst young people by the delivery of Harrow Shield over a 4 year period.	Early interventions in schools and improved signposting to specialist violence services.	Survey data on before and after teacher confidence in dealing with this subject and knowledge of pathways to support services		
		Schools engagement to involve training for teachers, to support girls who are affected by FGM as well as protect those who may be at risk of the practice.	As per WISH SLA	WISH	
	Develop and implement projects raise awareness amongst young people in particular around Forced Marriage and Honour-based Violence	Challenge pro-violence beliefs amongst young people and support early access to specialist services.			
		Improved emotional health and relationships between young people who access programmes relating to healthy relationships.			2017
		Breaking the silence around violence amongst young people to encourage disclosures.	Survey data on before and after awareness of Forced Marriage and Honour-based Violence, and support services that are available	Strategy Group	2017

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Ensure Harrow staff are able to identify and respond appropriately and effectively to individuals who are experiencing violence, those who are perpetrating violence and children who are witnessing violence.	Delivery of multi-agency training to members of the statutory, voluntary and community sector.	<p>Increased awareness of staff when responding to disclosures of violence</p> <p>Improved service provided to victims of violence from service providers.</p> <p>Increased confidence of staff when responding to disclosures of violence.</p>	<p>Training programme established and delivered</p> <p>MARAC Awareness – 4 sessions per year</p> <p>Domestic Violence: Recognise & Respond – 2 sessions per year</p> <p>Domestic Violence & Safeguarding Vulnerable Adults – 2 sessions per year</p> <p>Working with victims of Sexual Violence – 2 sessions per year</p>	<p>Strategy Group</p> <p>Policy Lead & MARAC Chair</p> <p>Policy Lead</p> <p>Adult Services (AS)</p> <p>Women and Girls Network</p>	
Ensure that staff who are working with CYP are able to identify violence in order to improve early intervention and appropriate support	<p>Delivery of multi-agency violence identification training to members of the statutory, voluntary and community sector.</p> <p>Delivery of the CAADA Supported YP Programme, including training focused on understanding DV among young people in their own abusive relationships and assessing risk.</p>	<p>Earlier identification and interventions from staff working with children.</p> <p>Reduction in harm to those experiencing violence.</p>	<p>Training programme established and delivered</p> <p>Increase referrals from C&F to DV services and MARAC.</p> <p>Risk assessment tools embedded into practice.</p>	Local Safeguarding Children's Board (LSCB)	April 2015 for programmes to begin.

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
<p>Implement:</p> <p>The Royal College of Midwives guidelines “Tackling FGM in the UK Intercollegiate recommendations for identifying, recording and reporting”</p> <p>HM Guidelines on FGM</p>	<p>Key statutory partners to disseminate FGM guidelines to members of staff.</p> <p>Monitor upward trend of FGM and assess the need for specific services.</p> <p>Ensure effective identifying, recording, and reporting of those at risk of and subject to FGM</p>	<p>Improved responses to victims of FGM.</p> <p>Increased awareness among staff when responding to disclosures of FGM.</p> <p>Reduction in further harm caused by FGM.</p> <p>Database established and linked to safeguarding procedures</p>	<p>Database operational and at risk individuals brought within the scope of safeguarding</p>	<p>Children and Family Services (CFS) NHS – Northwick Park Hospital</p> <p>LSCB</p> <p>Police</p>	<p>April 2015</p>

Provision

Provide adequate support where violence does occur. Provide access to co-ordinated, high quality and effective services and specific provision for marginalised groups, for example victims from BME communities, the older population, LGBT communities, disabled victims, women with mental health issues, etc.

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Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Ensure that all victims of violence have an effective support service through the provision of a variety of specialist services	<p>Re-commission provision for all Council funded services, by launching a joint tender for 2014/15:</p> <ul style="list-style-type: none"> • MARAC Coordination • IDVA current x3.5 and any additional posts that can be funded • Refuge • Floating Support <p>Support services should also include:</p> <ul style="list-style-type: none"> • Children's support service • Peer support service • Multi-lingual services to reflect the demographic make-up of Harrow • Health based IDVA for hospital services – possibly in conjunction with Brent Council, the CCG and the Foundation Trust 	<p>Victims are able to access support via a single agency provider</p> <p>Consistent and improved level of service to victims.</p> <p>Interventions result in a reduction in further harm to victims and children.</p> <p>Accessibility to victims from diverse communities.</p> <p>Improved emotional health for victims and children.</p>	<p>Re-tender of services to a obtain a single or lead agency provider.</p> <p>Contract for new service established for 2015/16</p> <p>New service in place for FY 2015/16</p> <p>All services in place and being delivered.</p> <p>Consistent data collection and contract monitoring.</p> <p>Reduction in repeat victimisation.</p> <p>Commissioned health based advocacy service.</p>	Supporting People Policy Team CFS	April 2015
Ensure specialist service provision for emerging trends related to victims of prostitution, sexual exploitation and	Develop and deliver an exit to prostitution service, in partnership with police, probation, GUM, substance misuse agencies and pan-London services.	<p>Improved, coordinated and more effective response to victims of sexual violence.</p> <p>Reduction in further risk of</p>	Service developed and implemented.	Harrow Council Police	April 2016

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
prostitution.	LBH continues to offer care placements to young people (under 18s) Ensure this involves outreach support to brothels and legal massage parlours. Work alongside the police during raids etc.	harm and repeat victimisation. Supported links with immigration services. Bringing the perpetrators to justice.			
Ensure that children who are experiencing and/or witnessing violence are safeguarded in line with LSCB safeguarding procedures	All agencies to implement LSCB violence procedures into front line practice Embed findings from Harrow LSCB QA regular Multi-agency audits	Improved awareness and response to violence as a child protection issue Increased accessibility to specialist domestic violence services for high risk victims, for cases known to C&F and encourage workers within these teams to refer victims who require the support. Children are healthier and safer.	Relevant LSCB training. Maintain specialist role of IDVA within the Multi-Agency Safeguarding Hub. Referral and outcome data to MASH based IDVA.	LCSB CFS	Ongoing
To ensure that, in light of the national DV definition change, young victims of violence are supported in line with both safeguarding statutory duties and advocate care pathways.	Fully establish and embed the Young Persons Advocacy Programme. YPA, with the support of CAADA, to develop and embed a locally recognised care pathway, manage cases, attend Vulnerable Young Persons Panel and attend MARAC.	Improved emotional health and safety of young victims of violence. Reduction in further risk of harm and repeat victimisation.	Referrals to YPA from multi-agencies. Performance reporting on service effectiveness via CAADA. ISVA referral numbers.	Early Intervention Service (EIS)	April 2015

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
	Maintain service provision for Independent Sexual Violence Advocate (ISVA) and sexual violence counselling service.				
To support children & young people who have been exposed to domestic abuse and their mothers, in their recovery to overcome any difficulties they have as a result.	Continued commitment from EIS to coordinate the Community Group Programme (Parenting Coordinator), including promotion, running costs and delivery. Delivery supported by facilitators from across the partnership.	Children will be supported as they begin to heal from the effects of exposure to domestic violence. Women will be supported in understanding how to help their children recover.	Delivery of a minimum of 2 x 12 week groups per year; Referrals made to the programme by C&F - consider in supervision. Referral made across the partnership, particularly schools.	EIS	Ongoing
65 Ensure that vulnerable adults who are experiencing violence are safeguarded in line with AS Policies and Procedures	Violence is addressed as a key safeguarding issue in the Safeguarding Adults training. Delivery of multi agency violence training to staff who work with adults. Where there are safeguarding and violence issues identified, referrals are made to appropriate service. Where there are high risk concerns in relation to safeguarding and DV, a referral is made to MARAC. Harrow to work in collaboration with other boroughs to provide services for which there is not enough demand in one borough e.g. LGBT, disability DV services.	Improved multi-agency approach between Safeguarding and services responding to violence.	Link to AS training on violence – including delivery of an agreed number of sessions per year. Performance monitoring of AS statistics where there is violence present. Referrals to MARAC. Access to low demand services on a cross Borough basis	AS	October 2014 Ongoing June 2015

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Ensure appropriate housing solutions are available to victims of violence.	<p>Develop and implement Harrow Housing Domestic Abuse Policy.</p> <p>Maintain service provision for Sanctuary Scheme to reduce homelessness among victims of violence.</p> <p>Appropriate and stable housing accommodation for young people who have experienced violence (to avoid frequent moves – providing stability to address trauma).</p>	<p>Immediate access to accommodation for victims of violence.</p> <p>Reduction in homelessness for victims of violence.</p> <p>Reduction in further risk of harm and repeat victimisation.</p>	Monitoring the number of referrals received for/presentations by victims of violence.	Housing	<p>Policy developed and implemented October 2014</p> <p>Sanctuary Scheme-ongoing</p> <p>Young People April 2016</p>

Partnership

Work in partnership to obtain the best outcome for victims and their families. Improve efficiency through coordination and information sharing.

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
<p>67</p> <p>Ensure a consistent coordination and delivery of an approach to violence across Harrow involving multi-agency partners.</p>	<p>Policy Lead in post</p> <p>Establish consistent and strong membership of the Steering Group.</p> <p>Ensure the Steering Group has established reporting links and membership representation to the LSCB, ASB and HWBB.</p> <p>Maintain membership to the Harrow DSV Forum – develop this as a multi-agency practitioners group, with a focus on best practise, development and lobbying.</p>	<p>Improved coordinated response</p> <p>Agencies better linked</p> <p>Increased awareness across the partnership of violence-related issues</p> <p>A partnership-shared vision in addressing violence.</p> <p>Improved service provision for victims.</p>	<p>Policy Lead in post</p> <p>4x Steering Groups per year</p> <p>4x DSV Forums per year</p> <p>Launch of this Strategy</p> <p>Established reporting links to LSCB, ASB and HWBB.</p>	<p>Harrow Council</p>	<p>May 2014</p> <p>July 2014</p> <p>July 2014</p> <p>October 2014</p> <p>January 2015</p>
	<p>Develop and implement Champions in each key agency</p> <p>Champions to act as a single point of contact in their own agency in relation to violence</p> <p>Deliver briefings and attend DSV Forum to keep abreast with developments both locally and nationally.</p>	<p>Increased levels of specialism with regard to responding to violence in each agency.</p> <p>Improved access to information about violence in each agency to improve a multi-agency response.</p>	<p>Allocation of one Champion per agency</p> <p>Champion attendance to DSV Forums.</p>	<p>Strategy Group</p>	<p>October 2015</p>

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Ensure that high risk victims of violence are identified and responded to using an effective multi-agency framework, this includes young victims 16 & 17yo.	Continue to deliver the MARAC locally.	High risk victims provide high quality and timely responses.	MARAC Coordination extended to support increasing capacity.	Strategy Group	April 2015
	All victims referred to MARAC receive advocacy support and advice.	Reduction of risk and repeat victimisation.	100% MARAC referrals received IDVA support.	MARAC	Ongoing
	Adopt CAADA recommendations via Self Assessment to support the progress of the MARAC.	Effective partnership management of high risk cases.	Increased referrals of young victims.	MARAC Chair	July 2014
		Children in the household receive timely and effective safeguarding responses.	Audit outcomes, in consultation with the LSCB, to ensure effective safeguarding outcomes for children.		
		Young victims referred to MARAC are supported in line with both safeguarding statutory duties and advocate care pathways.	Feedback from CAADAs Self Assessment embedded.		
		Information Sharing Protocol and Operating Protocols annually updated and signed.			April 2015
	Ensure MARAC coordination is extended to support existing demand and note CAADA's recommended capacity.				
	Extend MARAC membership to include more health partners including GPs and A&E.		Membership to include health partners.	MARAC	Ongoing

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Implement the Met Police Pan-London Child Sexual Exploitation Protocol	To identify those children at risk of being sexually exploited.	There is greater awareness among Met staff around CSE due by the delivery of training.	Increase levels of reporting.	Police	
	To work collaboratively to ensure the safeguarding and welfare of children and young people who are being, or are at risk of being, sexually exploited.	The analysis of data – e.g. missing person’s information, looking at hot spots to support proactive identification.	Referral made to VYPP. 100% of victims receive a coordinated response and advocacy.	Strategy Group	Ongoing
	To provide timely and effective interventions with children and families to safeguard those vulnerable to SE.	A shared understanding among professionals into the definition of SE.	Development of a dataset via LSCB VYP Working Group.	Policy Team	January 2015
	To apply pro-active problem solving to address the risks associated with victims, perpetrators and locations and ensure the safeguarding and welfare of children and young people who are or may be at risk from sexual exploitation.	Partnership wide improved levels of identification and responses to CSE. CYP vulnerable to SE are safeguarded and protected in a multi-agency way. Victims of CSE are linked into support.	Analysis of number of children and young people identified as being at risk of SE and safeguarding performance	CFS	Ongoing
	To raise awareness and provide preventative education for the welfare of children and young people who are, or may be,	Embed referral pathways and effectiveness of the Vulnerable Young Person Panel as a multi-agency	Pathways included in VYPP training and publicity material	CFS	April 2015

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
	sexually exploited. To take action against those intent on abusing and exploiting children and young people by prosecuting and disrupting perpetrators	response to CSE. Perpetrators are brought to justice.	Number of prosecutions	Police; Crown Prosecution Service	Ongoing
Develop a more comprehensive database to evidence need and the effectiveness of interventions through better data collection and analysis	Collection of more comprehensive data on victims by characteristics (age, gender, disability ethnicity) to reveal trends	The possibility of better targeted preventative and awareness raising services.	A more complete data set and robust analysis	Strategy Group	April 2015 and then ongoing

Perpetrators

Take action to reduce the risk to women and girls who are victims of these crimes and ensure that perpetrators are brought to justice and held accountable by effective and early interventions, appropriate penalties, clear messages that Violence is not acceptable and support to change behaviour.

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
To ensure that perpetrators of violence who have substance misuse issues receive a coordinated response that is culturally specific.	Develop a violence and substance misuse protocol between Police and substance misuse agencies to focus on responding to perpetrators from the point of arrest.	Improved links between police and substance misuse agencies in relation or responding to perpetrators more effectively.	Number of direct referral made by Community Safety Unit where DV is flagged.	Public Health – Substance Misuse Commissioning	January 2015
	Proactively engage substance misusing offenders into treatment at the point of arrest, by way of the Arrest Referral Worker at Harrow police station.	Increased awareness of substance misuse staff in working with perpetrators of violence.	Number of assessments offered by WDP.	Police Westminster Drug Project (WDP)	October 2014
	Increase the use of Inspector’s Authority drug testing in custody suites for perpetrators of violence.	Ensuring perpetrator behaviours can be monitored via their active engagement in treatment services.	Number taken onto WDP caseload.	Police/WDP	Ongoing
	The delivery of violence training to substance misuse agencies.	Linking perpetrators into effective treatment. Improved links with substance misuse agencies and MARAC.	Proportion of perpetrators with identified substance misuse issues referred to treatment	Policy Lead	April 2015

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Where assessed as suitable, fathers who use violence are identified and given the opportunity to address their offending behaviours by accessing appropriate interventions.	<p>Ensure effective intervention is in place for cases known to Children & Families particularly where safeguarding concerns are highlighted.</p> <p>Agree and implement the Caring Dad's programme to support families known to children's social care. Support fathers recognise and address their offending behaviours, and not use violence.</p>	<p>Mother and children feel safe from harm.</p> <p>Violence stops in family environment.</p> <p>Reduce repeat victimisation of mothers and their children.</p> <p>C&F staff are trained to work with violent fathers and support them to address their behaviours.</p>	<p>Caring Dad Programme funded and in place.</p> <p>Number of referrals to programme.</p> <p>Programme delivery – at least 2 per year.</p> <p>Programme evaluation – reduction of violence used in the home.</p>	CFS.	<p>April 2015</p> <p>July 2017</p>
Ensure young perpetrators of violence are given the opportunity to address their offending behaviours by access to appropriate interventions.	<p>The Youth Offending Team to address the emerging pattern of young perpetrators of domestic violence.</p> <p>Agree and deliver a programme for teenagers who use violence in their own interpersonal relationship and towards family members. Ensure the programme offers a concurrent service to support victims of violence.</p> <p>Programme offers a co-located model at the YOT to support staff in assessing risk.</p>	<p>Increase victims safety from harm.</p> <p>Reduce repeat victimisation. Reduction of violence.</p> <p>Increased confidence amongst YOT staff in managing offending behaviour.</p>	<p>Programme funding agreed and contract established with the provider DVIP – YUVA.</p> <p>Delivery of the intervention for at least 10 young people and their families per year.</p> <p>Number of referrals.</p> <p>Number of completions.</p>	CFS – YOT.	<p>April 2015</p> <p>Ongoing</p> <p>April 2016</p> <p>April 2016</p>

Objective	Output	Outcomes	Measurement/Evidence	Lead Agency	Completion Date
Perpetrators of violence are brought to justice via the criminal Courts.	<p>Special Domestic Violence Court (SDVC) protocol agreed and publicised to encourage victims to support prosecutions</p> <p>Video evidence used to support prosecutions even where there is no victim statement</p>	Increase in prosecution rate	Prosecution rate; case completion rate;	Brent Magistrates' Court	Ongoing

