

Overview and Scrutiny Committee

AGENDA

DATE: Wednesday 16 September 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: 2 Vacancies

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

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

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

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

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

Reserve Members may attend meetings:-

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

2. DECLARATIONS OF INTEREST

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

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

3. MINUTES (Pages 5 - 12)

That the minutes of the ordinary meeting held on 9 June 2015 and the special meeting held on 3 September 2015 (To Follow) 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, Friday 11 September. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

5. PETITIONS

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

6. REFERENCES FROM COUNCIL/CABINET

(if any).

7. HARROW YOUTH OFFENDING TEAM - ANNUAL REPORT 2014-15 (Pages 13 - 26)

Report of the Interim Corporate Director, Children and Families.

8. HARROW YOUTH OFFENDING PARTNERSHIP YOUTH JUSTICE PLAN 2015-2018 (Pages 27 - 62)

Report of the Interim Corporate Director, Children and Families.

9. SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) REFORMS IMPLEMENTATION (Pages 63 - 72)

Report of the Interim Corporate Director, Children and Families.

10. DRAFT SCOPE FOR WELFARE REFORM SCRUTINY REVIEW GROUP (Pages 73 - 80)

Report of the Divisional Director, Strategic Commissioning.

11. COMMERCIALISATION STRATEGY (Pages 81 - 106)

Report of the Corporate Director, Resources.

12. DRAFT SCOPE FOR SCRUTINY REVIEWS OF COMMUNITY INVOLVEMENT IN PARKS AND SOCIAL & COMMUNITY INFRASTRUCTURE (Pages 107 - 118)

Report of Divisional Director, Strategic Commissioning.

13. ANY OTHER BUSINESS

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

AGENDA - PART II - NIL

*** DATA PROTECTION ACT NOTICE**

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

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

Deadline for questions	3.00 pm on Friday 11 September 2015
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OVERVIEW AND SCRUTINY COMMITTEE MINUTES

9 JUNE 2015

Chair:	* Councillor Jerry Miles	
Councillors:	* Ghazanfar Ali * Richard Almond * Jeff Anderson * Jo Dooley (5)	* Chris Mote * Paul Osborn † Primesh Patel * Stephen Wright (1)
Voting Co-opted:	(Voluntary Aided) † Mrs J Rammelt Reverend P Reece	(Parent Governors) Mrs A Khan
Non-voting Co-opted:	Harrow Youth Parliament Representative	

* Denotes Member present
 (1) and (5) Denote category of Reserve Members
 † Denotes apologies received

100. Declarations of Interest

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

101. Attendance by Reserve Members

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

Ordinary Member

Councillor Marilyn Ashton
Councillor Michael Borio

Reserve Member

Councillor Stephen Wright
Councillor Jo Dooley

102. Minutes

A Member commented that there were two actions which required an update presented to the Committee. These were that an officer had undertaken to investigate whether any work had been carried out locally to measure the use of food banks and that officers would also be liaising with colleagues regarding specific schemes for young adults who were out of work. The Chair agreed to follow this up on behalf of the Committee

RESOLVED: 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.

103. Public Questions and Petitions

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

RESOLVED ITEMS

104. References from Council/Cabinet

RESOLVED: That the references from Cabinet relating to the following items be noted:

- Response to Scrutiny Challenge Panel Report 'Capital Expenditure';
- Response to Scrutiny Challenge Panel Report 'The Funding Challenge Saving £75m from the Council's Budget';
- Response to Scrutiny Challenge Panel Report on 'Libraries'.

105. Universal Infant Free School Meals (UIFSM)

The Committee received a report which set 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.

A Member of the Committee asked that the report be deferred until the next meeting as one of the Scrutiny Leads mentioned on the front page of the report had not been consulted on it. The Committee agreed that the report would be considered at this meeting and if there were any significant issues, this could come back to the next meeting. A Member stated that it was important to ensure that as a standard practice, Scrutiny Leads were consulted and briefed on all reports concerning their area before being presented to the Committee.

The Corporate Director of Children and Families introduced the report and explained that the Government had allocated approximately £150 million nationally of capital funding in the 2014/15 financial year to support the roll out of Universal Infant Free School Meals (UIFSM). The Corporate Director also made the following points:

- this universal offer raised a significant issue in that parents and carers of children in Reception, Year 1 and Year 2 may no longer choose to confirm their eligibility for a free school meal. This was significant as eligibility for free school meals provided schools with Pupil Premium funding and deprivation formula funding;
- the Council had aligned the capital work on the provision of UIFSM with the school expansion programme to achieve maximum value for money and deliver better UIFSM. The £500k allocated to Harrow would not be enough to deliver this successfully in all of Harrow's schools;
- some schools still had to buy in hot meals as they did not have the facilities to be able to produce these on-site;
- surveys were being conducted with schools to provide further intelligence. The information in these surveys included information about school meals and their kitchens;
- there was likely to be an impact on the funding provided to schools due to the reduction in deprivation linkage and the way funding was arranged nationally;
- there had been a significant drop in the last year in the number of pupils eligible for free school meals in Harrow.

The Portfolio Holder for Children, Schools and Young People commented that the Council was working closely with the schools on this issue and to try to encourage as many parents as possible to declare their eligibility.

The following questions were made by Members and responded to accordingly:

- What was the School Food Standards and what did this mean? Was this the same across all schools?

The Corporate Director would need to confirm this and respond. The assumption was that this did not apply to Independent Schools;

- Was the figure of 90.4% of young children in Harrow taking up the UIFSM offer correct? This contradicted the figures provided further in the report which indicated the percentage of pupils eligible for free school meals.

These figures related to two different matters. The figure of 90.4% related to the percentage take up of those pupils who were eligible for free school meals.

- The reduction to the percentage to Reception, Year 1 and Year 2 pupils eligible for Free School Meals had reduced from 16.5% to 10.1% between January 2010 and January 2015. What was the explanation for the decrease?

The reason for the decrease particularly in the last year was assumed to be because of the changes requiring parents to declare their eligibility. More and more parents were becoming aware of this fact and due to the stigma of having to make this declaration, it was natural that more parents would prefer not to make this declaration.

- Was the decrease to do with more parents being aware that they did not need to make this declaration as there was a decline between January 2013 and January 2014 which had nothing to do with the new scheme.

This would have to be revisited and the date on which the new arrangements were announced. The difference between the table on page 29 of the report would also be clarified. This information would then be provided to the Committee.

- Who was responsible for obtaining the declarations from parents confirming their child's eligibility for a free school meal?

Ultimately the responsibility rested with the school itself. The Council was trying to support schools into ensuring that they could obtain the relevant information from parents.

- Have schools tried to outline the issues to parents relating to eligibility for free school meals?

Schools had been making efforts to ensure that this message was being communicated to parents effectively. This was not information that they currently held. The Council was unable to pass on the data they held directly to the schools due to Data Protection laws.

- Did the Council currently advise parents when applying under the Council Tax Scheme, that their details may be passed on to the schools for identifying that their child would be eligible for free school meals?

This was a helpful suggestion and would be considered.

- Would schools be willing to pay the Council if it offered to chase up the parents on their behalf?

In the current financial environment it was difficult to get schools to agree on a collective way forward. However this was a helpful suggestion and would be discussed with Headteachers.

- Could a document be circulated to the Committee identifying works associated with the UIFSM project particularly in relation to kitchens?

This document would be circulated to Members of the Committee. It was also important to note that the Council had been looking at what other Local Authorities were doing and how they had been supporting their schools in obtaining the relevant declarations from parents.

- Was there a way to provide incentive for parents to make a declaration that their child was eligible for free school meals and was there an opportunity to use any funds received in a bespoke way for that specific child?

One of the authorities that the Council were currently researching and liaising with, adopted this practice. This would be considered further.

- Would the Council be issuing guidelines for Headteachers and schools into the provision of special dietary requirements?

Special dietary requirements were always a sensitive issue and the responsibility for this now lies with the Headteachers. Schools tended to make their decisions based on their cohort.

- How many primary schools in Harrow were Academies?

There were currently five primary school Academies.

- Could parents just fill in a questionnaire which contained categories which they selected rather than making a formal declaration about their child's eligibility to have a free school meal?

This would not be permitted as the process was subject to audit.

- Where there any plans to ascertain the general benefits of universal school meals and its impact on pupils?

It was expected that the Government would conduct some type of evaluation given that they were investing money into this scheme. The Corporate Director would speak to the Director of Public Health and see if they would also be doing any work around this area.

A Member commented that the concerns expressed by the Corporate Director in relation to the new scheme had not been made apparent in the report and this would have added value to it.

RESOLVED: That the report be noted.

RECOMMENDED ITEM

106. Community Safety Strategy

This Committee considered a report which introduced the draft Community Safety Strategy for 2015 -18 and invited the Committee's comments to Cabinet for consideration before the Strategy was recommended to Council for adoption.

The Head of Policy introduced the report and explained that the Community Safety Strategy was a statutory plan. She then made the following points:

- the Safer Harrow Partnership had made the decision for the Strategy to shift away from high volume crimes. Whilst these were important there was a feeling that there had to be a shift towards focusing on those issues that would be more significant for the community as a whole including: terrorism, radicalisation, child sexual exploitation, gangs and domestic and sexual violence. Underpinning these would be issues such as community cohesion, data sharing and governance;
- the strategy had been divided into a number of thematic groups and for each of these, a sub-group would be comprised which each would have their own action plan.

The Deputy Borough Commander then addressed the Committee and made the following points:

- he reflected on the International Picture in respect of terrorism, the National Picture in terms of Crime and notable incidents, then the local picture in terms of Crime Reduction achievements. There was a need to focus on areas of serious harm and risk that would ultimately threaten community cohesion;
- he also noted that Anti Social Behaviour needed to be considered for inclusion. Notwithstanding reduction in volume and repeat callers, because the borough had experienced a number of serious incidents.

The Portfolio Holder for Environment, Crime and Community Safety addressed the Committee and commented that he had been to a number of the Safer Harrow meetings where this had been discussed and welcomed comments from Members.

The following questions were made by Members and responded to accordingly:

- Was reference to the Community Safety Strategy the same as reference to the Community Safety Plan? These terms appear to have been used interchangeably.

This was correct.

- Why was there duplication in the content of the cover report presented to the Committee and the Strategy itself?

This would be corrected for future reports.

- Why were acronyms being used in the Strategy? This was confusing for those who did not know what these were. A glossary would be a helpful addition.

This suggestion was helpful and would be considered.

- Was there any concerns regarding the ongoing dispute in Harrow between the mosques?

There were no specific concerns and if any tensions arose these would be dealt with.

- The structure and layout of the Strategy was confusing and there was little information about the methodology in achieving the outcomes set out.

These were helpful comments and more work would be done to sign post the methodology used in achieving the outcomes.

- Could more work be done in schools to educate about preventing Hate Crime?

It was becoming an increasing challenge for the Police to get this subject discussed at schools. Any influence Members were able to exert in their roles as school governors to address this would be welcomed.

- Were there any figures in relation to domestic violence issues in Harrow?

There were approx 500 allegations involving violence. There were approximately 7,000 non-criminal domestic allegations.

- Could the police be more aware that the internet was becoming an increasing tool by perpetrators of Hate Crime, cyber bullying etc? Further action was required.

This was a welcome suggestion and would be looked at in due course.

- There were a large number of unreported crimes taking place at school. This usually related to assaults and thefts.

Schools and underreporting was an issue. Greater dialogue was required and Members were again encouraged, in their roles and school governors, to help address this issue.

- What was the difference between a faith and religious crime?

This was a good question and this would be provided to the Committee as there were technical differences

The Chair thanked the attendees for presenting the report.

Resolved to RECOMMEND: (to Cabinet)

That the Committee's comments on the draft Community Safety Strategy be provided to Cabinet.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.24 pm).

(Signed) COUNCILLOR JERRY MILES
Chair



**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting: 16 September 2015

Subject: Harrow Youth Offending Team
Annual Report 2014-15

Responsible Officer: Chris Spencer, Interim Corporate
Director of Children and Families

**Scrutiny Lead
Member area:** Councillor Simon Brown, Portfolio
Holder for Children, Schools and
Young People.

Exempt: No

Wards affected: Not Ward specific

Enclosures: Harrow Youth Offending Team
Annual Report 2014-15

Section 1 – Summary and Recommendations

The annual report provides detailed information on the progress made over the last year in relation to youth offending trends in Harrow and the performance of the Youth Offending Team.

Recommendations:
To note the contents of the report.

Section 2 – Report

Introduction

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

Current situation

The Youth Offending Team complete an annual report which in turn informs the Harrow Youth Offending Partnership Youth Justice Plan 2015-18

Financial Implications

There are no financial implications in the Harrow Youth Offending Team Annual Report 2014-15

Performance Issues

Impact on Council priorities

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

The three key performance indicators for the Youth Offending Team are

- Reducing first time entrants
- Reducing re-offending
- Reducing the use of custody

Reducing First Time Entrants

There was a 23.4% decrease in the number of young people being found guilty of a crime in 2014-15.

In Oct 13 – Sept 14 there were 73 First time Entrants (FTE's) compared to 79 Oct 12-Sept 13, a rate of 311 per 100,000 compared to 327 per 100,000.

Re-offending

Harrow's most recent re-offending rate (April 12-March 13) of 43.7% accounts for 60 re-offenders from a cohort of 139, this compares to 84 re-offenders in the same period the previous year. The size of the cohort and the number of

re-offenders have decreased consistently since 2009, however with a smaller cohort and lower numbers of FTE's the proportion of re-offenders has increased. The alternative measure for re-offending is the frequency rate which represents the average number of re-offences per offender. In the latest reporting period (April 12- March 13) the average number of offences committed by re-offenders was 1.08, this is an increase on the previous year which was 1.04.

Custody

The general trend in Harrow is a decrease in the number of young people in custody. Over the past three years Harrow has seen considerable decreases from 28 in 2012/13 to 23 in 2013/14 and 15 in 2014/15.

Environmental Impact

None.

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

Equalities implications

Has an EqlA been carried out? No

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

The Harrow Youth Offending Team Annual Report 2014-15 reports on key performance indicators detailed above and incorporates the administration's priorities.

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

Section 3 - Statutory Officer Clearance

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 11 th August 2015		

Name: Helen Ottino, Senior Lawyer & Team Leader – Social Care	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 12 th August 2015		

Ward Councillors notified:	NO
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Section 4

Contact: Ann Garratt
Head of Service Youth Offending
Tel. 0208 736 6976

Background Papers:
Harrow Youth Offending Team Annual Report 2014-15

Harrow Youth Offending Team Annual Report 14-15

This annual report provides detailed information on the progress made over the last year in relation to youth offending trends in Harrow and the performance of the Youth Offending Team (YOT). In addition the report considers priorities for the service for the forthcoming year.

Our Vision

Creating a Safer Harrow and Positive Futures for Young People and Their Families.

Overview

The key priorities for 2014/15 included:

- Continued improvement of quality of assessments
- Continued improvement on management oversight
- Structural review of the YOT service ensuring it's a "fit for purpose" service

Key challenges in the last year have included:

- Implementing service improvements as identified in Short Quality Screening inspection in October 2014
- Ensuring intervention plans are meaningful and individually tailored to meet the needs identified at assessment stage
- Consultation of revised structure of the YOT
- Maintaining and improving performance

Youth Crime

Overall youth crime has continued to show a year on year decrease.

There has been a 30% decrease in total number of offences recorded from 307 in 2013/14 dropping to 215 in 2014/15

There has also been a 23.4% decrease in the number of young people who have been found guilty of a crime, which accounts for 105 young people compared to 137 in the previous year.

The reduction in offending is also reflected in the number of disposals in the year. This was 218 in 2013/14 compared to 154 in 2014/15. The number of pre court disposals also decreased from 29 in 2013/14 to 14 in 2014/15.

There is also a disproportionate change in the types of disposals being issued. The most notable difference is that Youth Rehabilitation Orders (community disposals) have reduced by 57% from 79 to 34, while Referrals Orders (First tier disposals) remained stable. Further analysis is needed alongside court partners to determine whether this dip is a trend across courts and Youth Offending Teams nationally; or unique to Harrow, and something which is projected to continue in this direction.

Local Data

First Time Entrants

Although data for 2014/15 is not yet available, First time entrants continue to reduce year on year.

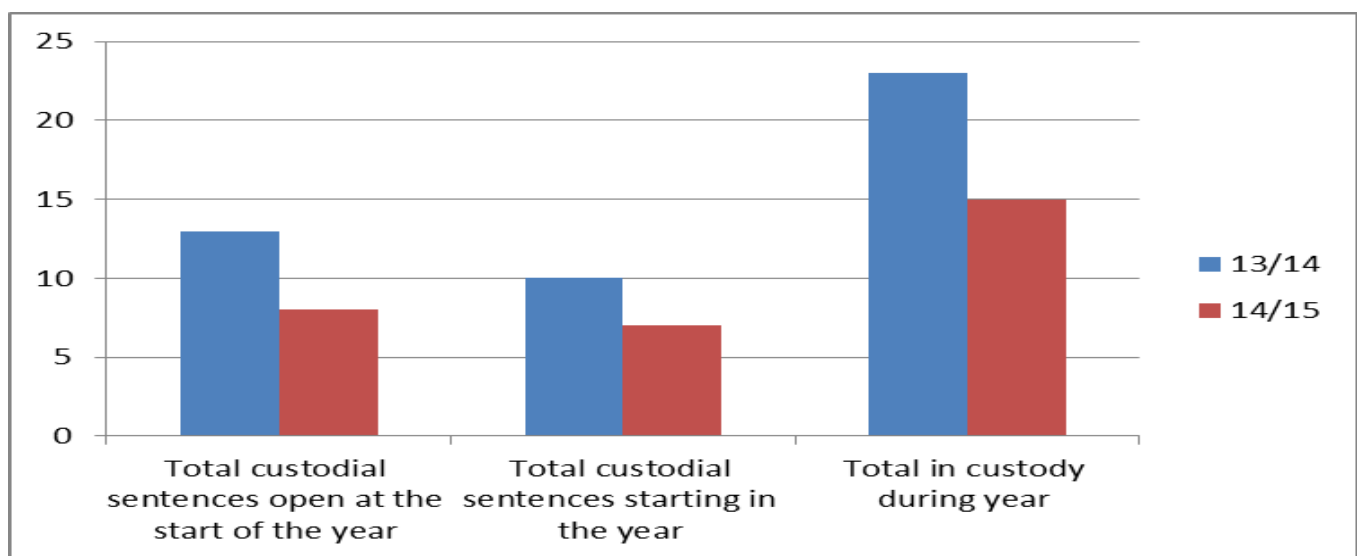
	First time entrants						
	Harrow			YOT Family Average		National Average	
	Number	Rate per 100,000	% change from previous year	Rate per 100,000	% change from previous year	Rate per 100,000	% change from previous year
Oct 13 - Sep 14	73	311	-4.9%	310	-13.9%	417	-10.3%
Oct 12 - Sep 13	79	327	-24.5%	360	-25.0%	465	-22.1%

Triage

In 2014/2015 triage delivered interventions to 112 young people. There were a total of 83 young people discharged from the triage programme in 2014/15. 74 (89.2%) of whom completed the programme successfully.

A re-offending cohort is identified from those young people entering Triage during the first quarter of each year (April to June). The tracking period for the 2014/15 ended on 30th June 2015 and is yet to be analysed. So far, from a cohort of 22, there have been 2 (9.1%) young people who have re-offended. 1 young person received a Referral order which is a court disposal and 1 young person received a youth conditional caution, which is an out of court disposal. In the 2013/14 cohort there were a total of 18 young people with 4 (22.2%) re-offending within 12 months. 3 of the four young people received a youth conditional cautions and 1 received a caution, all of which are out of court disposals.

Use of custody and Remand



The national trend of decreasing custody rates is reflected in Harrow's cohort. Over the past 2 years Harrow's custody rates continue to decrease; from 23 in 2013/14 to 15 in 2014/15.

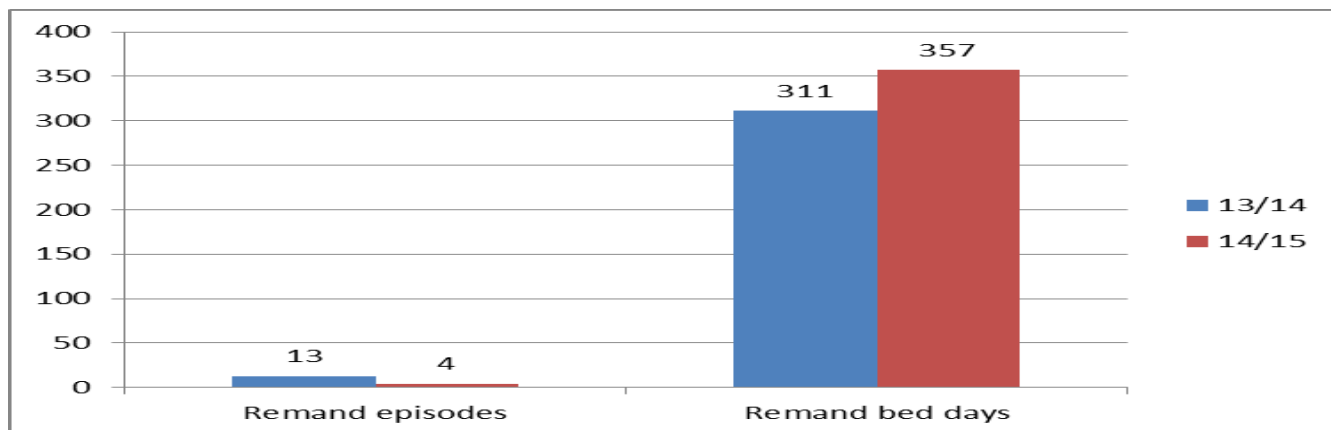
At the start of 2014/15 Harrow had 8 young people serving custodial sentences, there have been a further 7 new custodial sentences during the year.

At the end of March 2015 there are 4 young people in custody and 4 young people on a post custodial licence.

Remand Data

Over the past 2 years Harrow's numbers on remand have decreased considerably. There were a total of 13 remands in 2013/14 compared to 4 in 2014/15.

Although there were fewer remand episodes, the number of remand bed days increased. There were 311 in 13/14 and 357 in 14/15. This was namely due to the serious nature of offence(s). At the end of the year (31st March 2015) there were 2 young people on remand.



ETE

Rates for young people in Education, training or employment (ETE) have been variable over the year. Harrow's local target is 75%. The most recent ETE figure which represents the current ETE status of the open caseload at a snapshot (End March 2015) is 64.2%, this compares to 75.6% at the same point in the previous year (End March 2014).

The snapshot at the end of March 2015 showed 70.3% of young people aged 10-16 were accessing 25+ hours of education, and 56.7% of those aged 17-18 years were accessing 16+ hours.

Current ETE for Open Interventions							
Actively engaged in ETE	Total In Age Group	Total Actively Engaged	% Actively Engaged	Engaged in ETE for less than standard Hrs.	% Engaged in ETE for less than standard Hrs.	Total NEET	% NEET
Statutory School Age (25+ Hrs. ETE)	37	26	70.3%	4	10.8%	7	18.9%
Non Statutory School Age (16+ Hrs. ETE)	30	17	56.7%	2	6.7%	11	36.7%
Total	67	43	64.2%	6	9.0%	18	26.9%

Ethnicity

There have been some changes over the last 5 years to the ethnic make-up of Harrow's offending population.

Asian/Asian British makes up 41.1% of Harrow's 10-17 population, yet only accounts for 24.5% of the young offending population in 2014/15.

Young people of Mixed Ethnicity make up 8.8% of Harrow's 10-17 population. 2014/15 young offending figures are in line with this also coming in at 8.8%.

In 2014/15, 33.3% of Harrow's young offending population were White British. This represents a slight increase on the previous year (2013/14) where White British had dropped below the borough rate at 30.8%.

The most notable difference between local demographics and youth offending demographics can be seen in the Black/African/Caribbean/Black British group. This group are considerably over represented, making up only 12.9% of Harrow's 10-17 population but 32.4% of the youth offending population in 2014/15.

Over the past four years this group has been consistently over represented in youth offending services and the figure had been rising year on year. However the latest figure from 2014/15 of 32.4% demonstrates a 4.4% decrease from 2013/14 of 36.8%. Continued analysis and targeted resources will continue to be offered to over represented groups to ensure numbers continue to decrease.

Gender of young people convicted of an offence

Over the past 5 years Harrow's figures have been variable between 13.4% female to 17.1% female. The 2014/15 breakdown is 17.1% females (18) and 82.9% Males (87). Harrow has a higher proportion of females convicted of an offence (17.1%) than the national average (14.07%). In the previous year the national average was much higher (19.14%) and Harrow came in under this figure (16.1%).

A specific approach is required to meet the needs of females within the Youth Justice System and this will need to be considered when resource planning.

Internal Performance Measures

Regular performance monitoring has been embedded within the YOT over the past two years. Performance support and regular monthly and weekly reports have continued to be developed to ensure timeliness and compliance of key processes in line with national standards. The table below represents progress made between 2013/14 and 2014/15 against key targets. Although progress can be demonstrated, targets remain very challenging at 95%.

Target	Description of Measures/Indicators	Full Year Figure 2013-14	Q1 2014-15	Q2 2014-15	Q3 2014-15	Q4 2014-15	Full Year Figure 2014-15	Full year comparison between 2013/14 and 2014/15
1	% ASSETS Completed within 15 days (20 days for referral orders)	88.9%	86.7%	92.0%	90.0%	90.9%	90.7%	1.8%
2	% Interventions with Plans completed within 15 working days (Referral Orders - 20 days)	70.1%	76.7%	78.3%	80.0%	59.4%	72.4%	2.3%
3	% ROSH's (Risk of Serious Harm Assessment) that were countersigned in period	70.1%	90.0%	87.7%	90.2%	94.0%	90.3%	20.2%
4	% Risk Management Plans (RMP) and Vulnerability Management Plans (VMP) countersigned in period	70.7%	100%	95.2%	89.0%	83.3%	91.9%	21.2%
5	Of those appropriate for Home Visits, % having them within 28 days of the intervention start	60.6%	80.8%	75.0%	72.7%	67.9%	74.0%	13.4%
6	What do you think forms - Proportion of current caseload having a what do you think form? (proportion of start ASSET's having a what do you think form)	77.8%	96.2%	82.6%	100%	75.9%	87.5%	9.7%
7	Education Training & Employment - Proportion of young offenders who are 'Actively engaged' in education, training and employment (ETE) currently. Based on current caseload (25+hrs for statutory school age and 16+ hrs for 17-18 year olds) (This does not include those in custody or on remand)	75.60%	59.7%	64.2%	67.1%	64.7%	64.70%	-10.9%

The most positive increases can be seen in countersigning for ROSH (20.2% increase) and countersigning for RMP/VMP (21.2% increase), which demonstrates an improvement in the quality of documents being produced.

Home visits within timescales have increased from 60.6% to 74%, although this is still a challenge to meet the 80% target. A dip in performance during Q4 has had an impact on the year's figures. A home visit is only considered when a young person is seen within their family home regardless of number of attempts. Further work will be done at court stage to ensure families and young people are aware that a home visit is a statutory appointment and non-compliance could lead to breach of order.

ASSET completion has remained stable with a small increase to 90.7%. Completion of 'What do you think' forms is at 87.5%, which is an increase of 9.7% on the previous year.

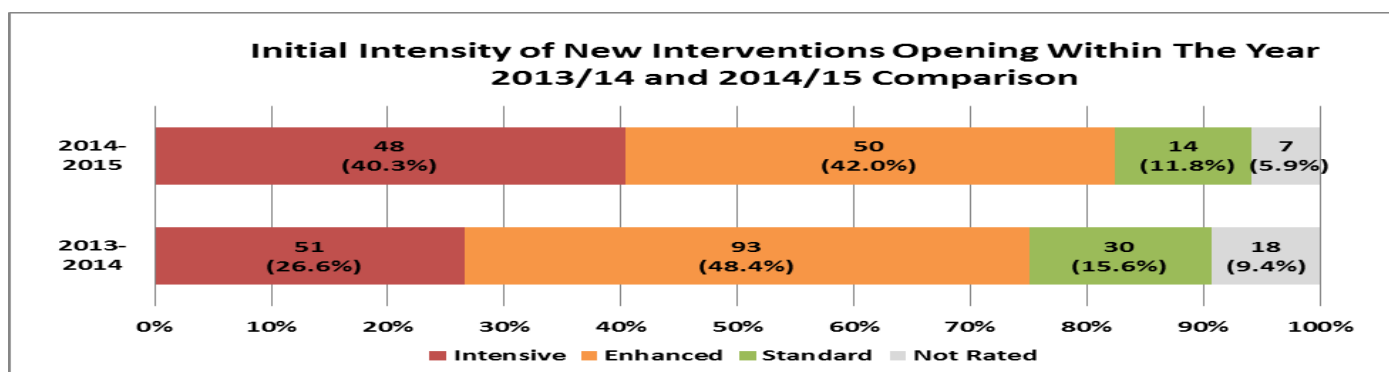
Intervention plans have only increased slightly by 2.3% to 72.4%. Plans have been negatively impacted by a dip in performance during Q4 of 2014/15. This was mainly due to the shortage in panel members to sit on Referral Order Panels, which is where young people agree their statutory work plan. A recruitment drive has since taken place and 5 new panel members have been recruited.

Numbers engaged in ETE have reduced from 75.6% at the end of 2013/14 to 64.7% at the end of 2013/14. The full time education specialist role will support to ensure education opportunities are available and accessed by young people within the criminal justice system. Reforms to SEND provision and Transforming Youth Custody agenda will also support improved education outcomes and provision for young people within custodial facilities.

Caseloads

The significant drop in numbers of young people offending has led to a decrease in overall caseload numbers which is a national trend across Youth Offending Teams. There has been a 25% decrease in the numbers of young people worked with when comparing like data from Q4 2013 /14 and Q4 data 2014/15.

Despite the drop in numbers, the complexity of cases has increased. The below table demonstrates a 13.7% increase in those assessed as requiring an intensive level of intervention. In 2013/14 intensive cases accounted for 26% of overall caseload, whereas in 2014/15 it accounts for approx. 40% of the total caseload.



National YJB performance data

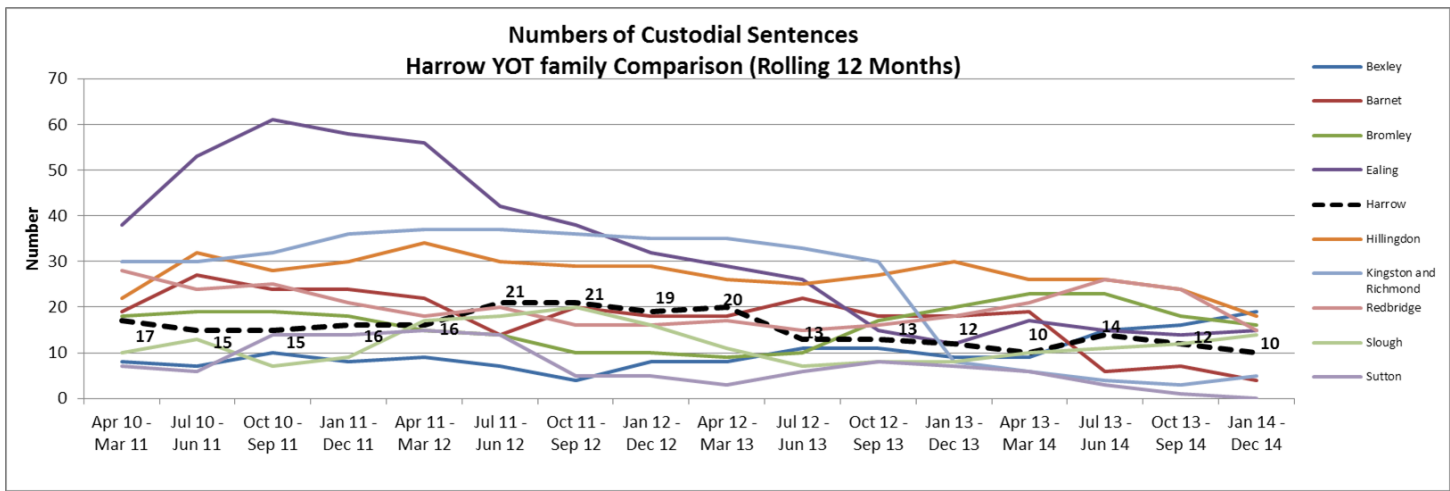
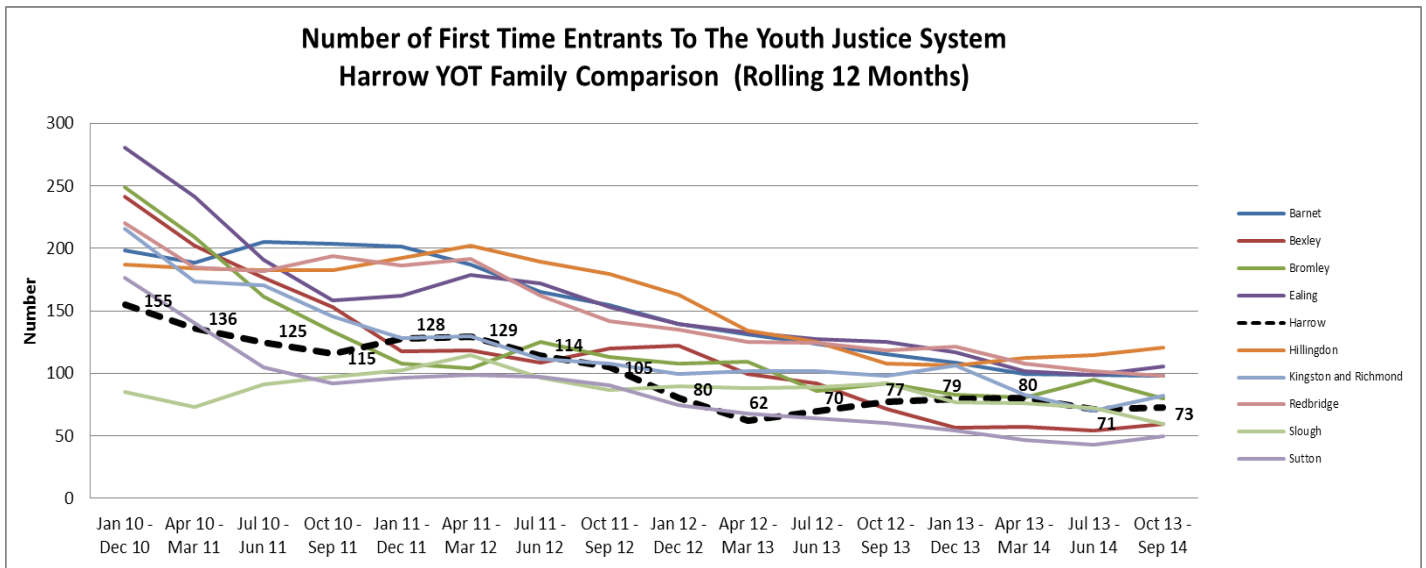
Harrow YOT continues to have comparably good results for first time entrants and custody rates. Re-offending remains a challenge with the latest figure showing a 4.5% increase on the previous year, which comes in higher than London and YOT family averages. Increased re-offending rates continue to be a national issue across Youth Offending services.

Cohorts of those reoffending will continue to be analysed and presented to management boards to assist in identifying trends and resources to reduce reoffending. Intensive packages of support continue to be offered to those assessed at high risk of reoffending and the reoffending toolkit will be used to identify live trends to ensure data gathered can be used to shape intervention delivery.

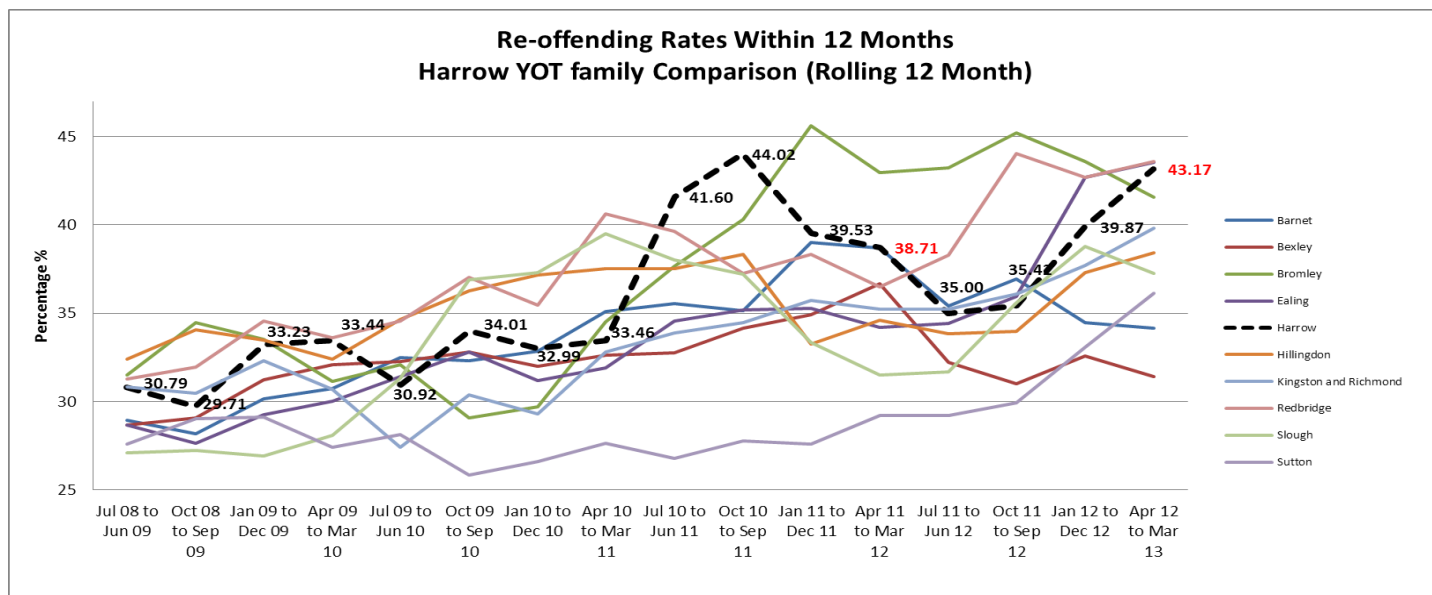
	Harrow	London	YOT Family	England
FTE PNC rate per 100,000 of 10-17 population **Good performance is typified by a negative percentage				
Oct 13 - Sep 14 (latest period)	311	430	310	417
Oct 12 - Sep 13	327	487	360	465
percent change from selected baseline	-4.6%	-11.7%	-13.9%	-10.3%

Use of custody rate per 1,000 of 10 -17 population **Good performance is typified by a low rate				
Jan 14 - Dec 14 (latest period)	0.43	0.73	0.44	0.43
Jan 13 - Dec 13	0.51	1.00	0.59	0.55
change from selected baseline	-0.08	-0.27	-0.15	-0.12
Reoffending rates after 12 months				
frequency rate - Apr 12 to Mar 13 cohort (latest period)	1.08	1.16	1.04	1.08
frequency rate - Apr 11 - Mar 12 cohort	1.04	1.06	0.95	1.02
change from selected baseline	0.04	0.10	0.09	0.06
Binary rate - Apr 12 to Mar 13 cohort (latest period)				
binary rate - Apr 11 - Mar 12 cohort	38.7%	39.2%	36.1%	35.4%
percentage point change from selected baseline	4.5%	2.4%	3.1%	0.6%

The below graphs show YJB data against Harrow's "YOT family" against the following three outcome indicators; First Time Entrants, Reducing the use of custody and Reducing Reoffending.



Over the past 3 years, Harrow's numbers in custody have been varied from between 12 and 21 in any 12 month rolling period. The last quarter has shown a slight decrease in figures with the latest 12 month rolling period (Oct 13 - Sep 14) showing 10 custodial sentences. This is back down to the lowest rate over the past few years. Unlike other indicators, there is no significant trend in the number of custodial sentences across the YOT family group.



The YJB official re-offending statistics operate at a lag with the latest available reporting period for Apr 12 – Mar 13 (young people who received a court/pre-court disposal or who were released from custody in the period and subsequently re-offended within a 12 month period)

Within Harrow's YOT family the general trend shows a considerable increase in the re-offending rate between the Jul 08 - Jun 09 cohort and the Apr 12 - Mar 13 cohort. This upward trend is also reflected in London wide and national figures.

Harrow's re-offending rate increased between Apr 10 - March 11 and Oct 10 - Jun 11 cohorts reaching the second highest rate in the YOT family with 44%. This fell over the following four quarters down to a rate of 35%. In the last two quarters Harrow's figures have started the rise again with 43.17% in the latest reporting period (Apr 12 - Mar 13) bringing Harrow to the 3rd highest in the YOT family.

Harrow's most recent re-offending rate of 43.17% accounts for 60 re-offenders from a cohort of 139. The size of the cohort and the number of re-offenders have decreased consistently over time, however with a lower cohort and lower numbers of FTE's the proportion of re-offenders has increased. In the latest period (Apr 12 - Mar 13) there were 60 re-offenders compared to 84 in the same period for last year (Apr 11 - Mar 12)

The alternative measure for re-offending is the frequency rate which represents the average number of re-offences per offender. In the latest reporting period (April 12- March 13) the average number of offences committed by re-offenders was 1.08 this is an increase on the previous year (April 11 – March 12) which was 1.04.

YOT and Children Looked After

A snapshot of the YOT current caseload in May 2015 shows that there were a total of 13 young people who were also looked after, this represents 16.25% of the YOT caseload. 5 young people became Looked after due to a remand status. During the first 6 months of 2014/15 (April – September) there were 41 first time entrants, 11% had been looked after at some point during the

previous year. Of the 41, 13 re-offended, 7 (53.8%) of whom had been in the looked after group. This suggests that the cohort with looked after involvement (both current and previous) were more at risk of re-offending.

Safeguarding

Any serious incidents as defined by YJB Community Safeguarding Public Protection Incidents (CSPPI) are reported to LSCB. The Youth Justice Board has reported an increase in the number of reported CSPPI's and this trend is also reflected in Harrow. Harrow YOT has reported 5 serious incidents to LSCB in 2014/2015. Three were for Public Protection incidents and two were for Safeguarding.

Public Protection Incidents;

Two were for the same incident where young people known to Harrow YOT were charged and subsequently convicted of Murder, and the third where a young person was stabbed in the leg.

Safeguarding;

Two incidents of safeguarding were reported which occurred within the secure estate who contributed towards the completion of a CSPPI notification. Both were in relation to allegations of inappropriate conduct by staff members from within the secure estate.

All incidents had a Critical Learning Review completed and were shared at YOT Partnership Board.

Inspection

Harrow YOT were subject to a Short Quality Screening Inspection in October 2014 which identified some areas of improvement in Management Oversight, quality and consistency of safeguarding practice across the service and improved understanding of practice such as MAPPA.

An improvement plan has been completed having been monitored through the Youth Offending Partnership Board. As a result of the SQS Harrow has been designated a priority YOT by the YJB.

Youth Justice Board colleagues are due to attend Harrow YOT on 14th and 15th July to audit (alongside managers) 20 cases to identify any improvements and ongoing areas of improvement.

Staff Training

Harrow Youth offending team have recruited and trained 5 volunteers to become Referral Order Panel members which has assisted in increasing the frequency at which panels can be held, and should have a positive impact on timeliness of panels occurring.

Team Manager has attended YJB Peer review training and is due to be part of a peer review process in October 2015. As well as attending Prince2 project management training. Deputy Team Manager has also accessed training regarding quality assurance and countersigning of documents, as well as participating in Harrow Council's leadership programme.

In addition regular workshops take place after monthly team meetings where all staff deliver some awareness / training sessions in house. This has included Restorative Justice, emotional engagement with young people, SEND reforms and MAPPA. CSE training has been accessed online across the directorate, and future training has been booked for a Workshop to raise awareness of Prevent – (WRAP). This is in line with YOT's revised duty under The Counter Terrorism and Security Act 2015 which came into effect in February 2015.

A joint CIN and YOT workshop has also taken place to ensure there is increased partnership working and understanding of safeguarding needs of young people within the Criminal Justice System.

Interventions

Harrow YOT continues to offer a range of interventions to support delivery of plans. The revised structure currently in implementation phase has also supported to increase staffing capacity. Frontline YOT practitioners have increased from 3 to 5.5; a

dedicated 1.5 Restorative Justice (RJ) post has been created to assist embedding RJ practices across the Youth Offending Team. A dedicated 0.5 victim worker role; A full time education specialist role; increased Mental Health provision from 2 to 3 days; an additional Deputy Team Manager.

In addition to staffing, Harrow YOT also access and commission a range of bespoke services to ensure tailor made intervention plans are readily available for young people.

Harrow YOT are working alongside Harrow School and embarking on a Tallships project taking 10 young people from Harrow School and 10 young people known to Harrow YOT sailing across the channel Islands for 7 nights. All young people known to the YOT are accessing a mental toughness programme pre and post the event and will also be linked to mentors who will continue to support them. If successful, the intention is to run a programme of its kind annually.

Domestic Violence workers remain commissioned within the youth offending team and provide bespoke packages of support to both perpetrators and victims of domestic violence.

Goals is an in house motivational programme delivered by those within the YOT, and provides a motivational and aspirational 3 day programme to inspire young people to believe in themselves and set targets of achievement.

Goldseal music production continues to be commissioned and provides a platform for young people to gain qualifications through media.

Urban First Aid were not commissioned to provide any further work. The learning from this was the provider was unable to offer a more flexible approach to those within the Youth Justice System, such as "bite size" delivery times/sessions and recognition of differing learning styles.

Parenting programmes continue to be accessed through the Early Intervention Service and provide access to parenting groups, 1-1 support as well as specific groups for parents with children in the Criminal Justice System delivered by Ignite, A charity organisation based in Harrow.

Key Achievements

Key achievements in the last year have included:

- Reducing the use of Custody (8%)
- First Time Entrants decreased by (4.6%)
- Reduction in number of young people remanded (30%)
- Commissioning of a new IT system
- Restructure of Youth Offending Team

Key Priorities for 2015/16

The Harrow Youth Offending Partnership Youth Justice Plan, has set the following key priorities

- Reduce youth reoffending and the use of custody and remands
- To support the delivery of the Troubled Families (Families First) agenda
- To ensure that Looked After Children known to YOT have the best life chances
- To respond to child sexual exploitation
- To ensure risk of harm / reoffending, planning and interventions are of high quality and produce good outcomes
- To ensure compliance with Working Together and the work of the Harrow LSCB.



**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	16 th September 2015
Subject:	Harrow Youth Offending Partnership Youth Justice Plan 2015-2018
Responsible Officer:	Chris Spencer Interim Corporate Director of Children and Families
Scrutiny Lead Member area:	Councillor Simon Brown, Portfolio Holder for Children Schools and Young People.
Exempt:	No
Wards affected:	Not Ward specific.
Enclosures:	Harrow Youth Offending Partnership Youth Justice Plan 2015-2018

Section 1 – Summary and Recommendations

This report presents the draft Youth Justice Plan 2015-2018, a statutory plan, setting out how the 3 outcomes

- reducing the number of first time entrants
- reducing re-offending
- reducing the use of custody

will be achieved.

The Plan also sets out the challenges and priorities for 2015-2018.

Recommendations:

To recommend approval of the Harrow Youth Offending Partnership Youth Justice Plan 2015-2018 to Cabinet.

Section 2 – Report

Introduction

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

Background

It is the responsibility of Harrow Council, in consultation with partner agencies, to develop and implement a Youth Justice Plan setting out how youth justice services in Harrow will be provided and funded, how the Youth Offending Team will be composed and funded and identifying the key priorities for 2015-2018.

Current situation

The Harrow Youth Offending Partnership Youth Justice Plan 2015-18 is in draft form and is scheduled to be presented to full Council in December 2015.

It will be submitted to the Youth Justice Board (YJB) in August 2015.

Why a change is needed

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

Implications of the Recommendation

The Youth Offending Partnership Youth Justice Plan sets out the resource implications and the workforce details.

Financial Implications

The budget for Harrow Youth Offending Team is resourced by contributions from the Youth Justice Board, Harrow Council and statutory partners. Statutory partners have also contributed through the deployment or secondment of key personnel .

Performance Issues

Impact on Council priorities

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

The three key performance indicators for the Youth Offending Team are

- Reducing First Time Entrants
- Reducing re-offending
- Reducing the use of custody

Performance against these targets is good.

Reducing First Time Entrants

There was a 23.4% decrease in the number of young people being found guilty of a crime in 2014-15.

In Oct 13 – Sept 14 there were 73 First time entrants FTE's compared to 79 Oct 12-Sept 13, a rate of 311 per 100,000 compared to 327 per 100,000.

Re-offending

Harrow's most recent re-offending rate (April 12-March 13) of 43.7% accounts for 60 re-offenders from a cohort of 139, this compares to 84 re-offenders in the same period the previous year. The size of the cohort and the number of re-offenders have decreased consistently since 2009, however with a smaller cohort and lower numbers of FTE's the proportion of re-offenders has increased. The alternative measure for re-offending is the frequency rate which represents the average number of re-offences per offender. In the latest reporting period (April 12- March 13) the average number of offences committed by re-offenders was 1.08, this is an increase on the previous year which was 1.04.

Custody

The general trend in Harrow is a decrease in the number of young people in custody. Over the past three years Harrow has seen considerable decreases from 28 in 2012-13; to 23 in 2013-14 and 15 in 2014-15.

The performance targets are set by the Youth Justice Board for all Youth Offending Teams.

The plan is a statutory requirement from the Youth Justice Board.

Environmental Impact

None

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

The Youth Offending Partnership Youth Justice plan is overseen by the multi- agency strategic partnership board, chaired by the Director of Children and Families.

Equalities implications

Was an Equality Impact Assessment carried out? Yes

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

The plan details how the Youth Offending Team will meet the key performance indicators detailed above which incorporates the administration's 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: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 11 th August 2015		
Name: Helen Ottino, Senior Lawyer & Team Leader – Social Care	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 16 th August 2015		

Ward Councillors notified: NO

Section 4 - Contact Details and Background Papers

Contact: Ann Garratt
Head of Service Youth Offending
Tel 0208 736 6976

Background Papers:
Harrow Youth Offending Partnership Youth Justice Plan 2015-2018

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Harrow Youth Offending Partnership

Youth Justice Plan 2015 to 2018

Harrow Youth Offending Partnership

Youth Justice Plan 2015/18

Our Vision

Creating a Safer Harrow and Positive Futures for Young People and Their Families.

Harrow Council Priorities

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

Local Safeguarding Children's Board Priorities

- Reduce vulnerabilities for young people in Harrow
- Actively incorporating the views of children and staff
- Strengthen strategic accountability

Youth Offending Team.

The Harrow Youth Offending Team is a multi disciplinary team (see Appendix 1) working collaboratively with a range of partners including Police, Probation, Health, Education, and the voluntary sector to achieve the 3 outcomes

- Reduce the number of first time entrants (FTE) to the youth justice system
- Reduce re-offending
- Reduce the use of custody

Contents

- Introduction
- Structure and governance
- Partnership arrangements
- Resources and value for money
- Performance
- Key achievements and challenges
- What do people say about us
- Risks to future delivery
- Glossary of terms
- Appendix 1
- Appendix 2
- Appendix 3

Introduction

Multi-agency Youth Offending Teams (YOT) were established in 2000 following the 1998 Crime and Disorder Act with the intention of reducing the risk of young people offending and re-offending, and to provide counsel and rehabilitation to those who do offend. The act stipulates the composition of the YOT and identifies statutory partners with the local authority as the Police, Probation and Health.

The Youth Justice Board (YJB) has set three outcome indicators for all Youth Offending Teams

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

The Youth Justice Board monitors the direction of travel for each outcome indicator.

There is a requirement that each local authority produces a Youth Justice Plan setting out achievements and plans for the future delivery of the service.

The prevention of offending and re-offending and anti-social behaviour by children and young people is a priority for all partners in Harrow, we believe this is best achieved through effective collaborative working. The Harrow Youth Offending Team is part of Children and Young People Directorate which enables focus on the child's journey and effective partnership working with Early Intervention Service (EIS) Children in Need (CIN) and Children Looked After (CLA) teams. The Youth Offending Team is therefore represented throughout children's services strategic and operational groups and influences strategic planning for children and young people who offend or are at risk of offending.

The Youth Offending Team works closely with young people, their parents/carers as well as the Courts, other criminal justice agencies and organisations and groups that support young people. A newly created education specialist role within the Youth offending Team will work to strengthen partnership working with schools, colleges and the PRU.

The Youth Offending Team engages in a wide variety of work with young offenders (those aged between 10-17 years) in order to achieve the three outcome indicators. The Youth Offending Team supervises young people who have been ordered by the court to serve sentences in the community or in the secure estate, and provides a range of interventions to help young people make effective and sustainable changes to their offending behaviour. The Youth Offending Team restructure is based on a model of Restorative Justice facilitating meetings where appropriate between offenders and victims to encourage reparation. Local volunteers are also recruited to sit on Referral Order Panels or to supervise young people on reparation projects. Volunteers are all trained in restorative approaches and have been checked by the Disclosure and Barring Service (DBS). We have successfully recruited 6 volunteers since May 2015 as Referral Order Panel members.

The Counter Terrorism and Security Act 2015 came into effect in February 2015. This places a duty on specific organisations to have due regard to the need to prevent people being drawn into terrorism. The duty came into force from the 1st July 2015. Local authorities are

among the key agencies vital to prevent young people from being drawn into terrorism and youth offending teams have an important role to play.

The governance of the YOT is through line management accountability to the Corporate Director of Children and Families and the Harrow Youth Offending Management Board, which is accountable to the Safer Harrow Partnership.

The strategic aims for the YOT are:

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

Structures and Governance

Outcome: Effective delivery of youth justice services.

Effective governance, partnership and management are in place.

Through the role of Corporate Director of Children and Families and Divisional Director for Children and Young People, and Divisional Director Commissioning and Education Harrow YOT is represented at the following Boards and Forums

- Harrow LSCB
- Safer Harrow
- Health and Well Being Board
- Families First Strategic Board

Safer Harrow is the local crime and disorder reduction partnership. The partnership is the strategic lead for crime and disorder issues within Harrow. The membership consists of the following statutory partners London Community Rehabilitation Company, MOPAC, Police, London Fire Brigade, Harrow Childrens Services, Environmental Health (Public Protection) Community Safety/Crime reduction and Health.

The Youth Offending Management Board provides strategic direction with the aim of preventing offending by children and young people. The role of the Board is to

- determine how the YOT is composed and funded,
- how it is to operate and what functions it is to carry out
- determine how appropriate youth justice services are to be provided and

funded

- oversee the formulation each year of a draft youth justice plan
- oversee the appointment or designation of a YOT manager
- as part of the youth justice plan, agree measurable objectives linked to key performance indicators, including the National Standards for Youth Justice.

All statutory partners and the voluntary sector are represented on the Board at senior level. The Board is chaired by the Director of Children and Families. (Membership of the Management Board is noted in appendix 2)

The Youth Offending Management Board meets six weekly and receives performance data and reports of relevant issues affecting the YOT and partners.

The Youth Offending Management Team oversees the development and implementation of the Youth Justice Plan, considers resource and workload issues, finance and performance data reporting, implementation of policies and procedures.

The positioning of the Youth Offending Team with governance and accountability through Safer Harrow, and line management within Childrens Services enables the YOT to meet its dual strategic functions relating to both justice and welfare. The Chair of the Board is also a member of the Local Safeguarding Childrens Board (LSCB).

The Board receives regular performance reports and a yearly financial report. The reports enable the Board to monitor compliance with grant conditions and timely submission of data. The Board will continue to be informed about compliance with secure estate placement information, the outcomes of the annual national standards audit and any Community Safety and Public Protection (CSPP) notifications.

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

Probation.

There have been significant reforms to the national Probation Service separating the service into two arms with the national Probation Service managing high risk in the community and the Community Rehabilitation Company (CRC) managing medium and low risk in the community. This has had impacted on recruitment and as a result the Harrow YOT does not currently have a Probation Officer seconded from the Probation Service. The Probation Officer role takes the lead on Multi Agency Public Protection Arrangements (MAPPA), transitions from YOT to Probation and holds a key role in the Integrated Offender Management scheme. The post is being covered by an additional youth offender practitioner pending the appointment of a Probation Officer.

Police.

The Police have maintained the Police Officer resource seconded to the YOT at 2 full time equivalent . The Police Officer role brings unique skills and warranted powers to the YOT.

Their role centres around intelligence and information sharing, early intervention and the prevention of offending, youth caution and youth conditional caution delivery, offender management and partnership working.

Substance misuse.

The Substance misuse post is funded for 3.5 days per week. There has been reduced availability between April and June 2015 due to maternity leave. Arrangements are now in place for maternity cover and the service is back up to capacity.

Total number of young people with an intervention starting during 2014/15 was 98.

Initial assessment scores for substance use for young people starting a new intervention in the year:

Substance Use	Rating	Total	Percentage
0	Not Associated	41	41.84%
1	Some Association	15	15.31%
2	Associated	19	19.39%
3	Strongly Associated	12	12.24%
4	Very Strongly Associated	7	7.14%
No ASSET		4	4.08%
Total		98	100.00%

Mental health.

The mental health post (nurse specialist) is jointly funded by CCG and the Youth Offending Team. There has been a gap in provision between October 2014 and March 2015 which was partially covered by the Youth Justice Liaison and Diversion Officer.

The government's report Healthy Children, Safer Communities highlighted the significant health challenges faced by young people involved in the criminal justice system. These challenges can often be drivers of offending and offer an important opportunity to support the welfare of these vulnerable young people. The key to such support is effective partnership working. Harrow YOT works closely with Harrow CAHMS and has a nurse specialist based in the service three days a week. In addition to providing direct assessment and interventions to YOT young people he works closely with practitioners to support them in their work around young people's emotional and mental health. He is also implementing comprehensive health screening based on the YJB's recently developed Comprehensive

Health Assessment Tool starting with the young people with the highest risks and vulnerabilities. He is keen to further develop health pathways in specific areas identified by evidence such as neuro-disability and speech/ communication difficulties. The longer term aim is to build on existing work and ensure goals around health are central to the support plans of the service's young people.

Total number of young people with an intervention starting during 2014/15 was 98

Initial assessment scores for emotional and mental health for young people starting a new intervention in the year

Emotional and Mental Health	Rating	Total	Percentage
0	Not Associated	18	18.37%
1	Some Association	21	21.43%
2	Associated	28	28.57%
3	Strongly Associated	20	20.41%
4	Very Strongly Associated	7	7.14%
No Asset		4	4.08%
Total		98	100.00%

Court

There are systems in place to ensure good communication with the courts through attendance at the Court User Group and the North West London Youth Panel meetings. Court representation and attendance at the YOT Board has been helpful in ensuring a solution focused approach to raising standards. The Court provides feedback when PSRs are presented to Court, quarterly reports to the Board and quarterly Court users group.

TRIAGE

The overarching aim of TRIAGE is to reduce re-offending by young people, to divert cases of low level offending away from formal youth justice to avoid unnecessary criminalisation of young people on the fringes of criminal activity. TRIAGE ensures the needs of young offenders are assessed and identified and appropriate interventions in place. Decisions are made collaboratively with the Police and the Youth Offending Team. This approach has continued to be successful in reducing first time entrants and the low re-offending rate of young people subject to TRIAGE. An annual report is presented to the Board.

In 2014/15 TRIAGE delivered interventions to 112 young people. There were a total of 83 young people discharged from the Triage programme in 2014/15. 74 (89.2%) successfully completed the programme.

A re-offending cohort is identified from those young people entering TRIAGE during the first quarter of each year (April to June) From a cohort of 22 there have been 2 (9.1%) young people who have re-offended. This compares to the cohort of 18 young people in 2013/14 of whom 4 (22.2%) re-offended within 12 months.

Youth Justice Liaison and Diversion Programme.

The Youth Justice Liaison and Diversion programme (for young people involved in the criminal justice system who have mental health, learning, communication difficulties and other vulnerabilities effecting their physical and emotional well being), is in Phase 2 of delivery. In effect it provides the opportunity to provide offender healthcare in Police stations and the Court system.

Consideration is underway to transfer TRIAGE and Youth Justice Liaison and Diversion (YJLD) to the YOT from the Early Intervention Service (EIS) to best meet the needs of young people, to ensure the effective use of resources and to meet the three outcome indicators set by the YJB. The timescale for this is later in the year.

Early Intervention Service.

One of the key agencies working within Harrow is the Early Intervention Service. Due to the close working partnership the Youth Offending Team is able to access a range of programmes and interventions whilst young people are subject to a court order, but also able to refer on as part of a long term exit strategy of continued support where needed. The Youth Offending Team have accessed continued support for young people via the mentoring service, V talent inspired programme, X16, as well as the National Citizenship programme. All have assisted in successful outcomes for young people who were known to the youth justice system, including securing employment, education and further training through the skills developed by accessing these services. The partnership work across EIS and the Youth Offending Team ensures there is a whole family approach as opposed to a primary child focus approach. This also ensures early detection for those at risk of offending (in particular siblings of offenders) ensuring that provision can be put in place where needed prior to entering the youth justice system.

EIS with Ignite deliver parenting programmes to parents of young people known to the Youth Offending Team. The purpose of the Parenting Programme is to reduce parenting risk factors, and to strengthen protective factors to achieve improved communication skills, improved monitoring and supervision, ability to handle conflict, increase parental self esteem, improved behaviour of the children in the family. EIS have been commissioned to provide this service for 2015/16 and the effectiveness of the provision will be reviewed by the Board and will inform future commissioning.

Harrow School/Tall Ships.

The Tall Ships Youth Trust, is a registered charity founded in 1956 dedicated to the personal development of young people through the crewing of ocean going sail training vessels. It is the UK's oldest and largest sail training charity for young people aged 12-25.

Harrow School is one of Britain's leading independent schools, specialising in providing a high quality boarding school education for boys.

The YOT worked in partnership with Early Intervention Service, Harrow School and the Tall Ships to enable a group of ten young men from Harrow School and ten young men known to YOT to undertake a week long Tall Ships challenge. All young men known to YOT who took part in the Tall Ships Programme accessed a mental toughness programme pre and post the event, and linked to mentors who will continue to support them. A celebration event is planned for September.

A report will be presented to the Youth Offending Management Board in September 2015 by Harrow School, Tall Ships and the young people. Following the success of the programme in 2015 the Board will consider repeating the challenge in 2016, perhaps with an increase from 2 to 4 Tall Ships and a corresponding increase in the young people participating.

The YOT has commissioned a range of agencies to provide constructive, positive activities for young people.

Domestic violence workers were commissioned in 2014 by the Youth Offending Team and provide bespoke packages of support to both perpetrators and victims of domestic violence.

4 young people have been referred to the service, 3 young men who were using abusive behaviours towards their parents and 1 young woman who was at risk of violence from her boyfriend. The parents of the 3 young men were also referred.

Goldseal music production continues to be commissioned and provides a platform for young people to gain qualifications through the use of various media. 14 young people were referred to the programme of whom 11 completed the programme. 1 young person has since gone on to re-offend. The 11 young people achieved a total of 43 qualifications. Young people themselves praised the programme and commented about how much they had learnt.

Goals is a motivational programme to encourage, motivate and empower young people to make positive life changes for themselves. The purpose of the training is to increase self-esteem and help create a positive outlook on life through developing new ways of thinking, coping and behaving. Eight young people completed the course and made very positive comments about how it had helped them to become more focused on the future.

Resourcing and value for money

Outcome: efficient deployment of resources to deliver effective youth justice services to prevent offending and re-offending.

Harrow's YOT is resourced by contributions from Harrow Council, statutory partners, the YJB and with some additional grant funding eg Unpaid Work and Restorative Justice Development Grant.

The purpose of Restorative Justice Development Grant is to increase opportunities of victims to participate in safe and competent restorative justice activities and assist youth offending teams to further develop their practice. The overarching requirement is to increase capacity (ensuring practitioners are trained and able to deliver safe and competent RJ activities) and to deliver services (providing RJ services to victims of crime). 6 new panel members and 8 members of staff have been trained in Restorative Justice.

The unpaid work grant funding is to provide opportunities for young people subject of a Youth Referral Order (YRO) to undertake unpaid work. The core principles underpinning unpaid work are punishment, reducing reoffending, employment/education and accredited skills and reparation to the community. Ignite in partnership with the Youth Offending Team is delivering the unpaid work programme. Comprehensive and creative packages have been developed for the two young people to date who are the subject of Youth Referral Orders with an unpaid work component.

Statutory partners also contribute through the deployment or secondment of key personnel ie Police officers, Probation Officer, Mental health worker.

Other services are commissioned by the YOT from the voluntary sector eg Unpaid Work from Ignite, substance misuse from COMPASS.

In 2014/15 the YOT agreed year long cost effective and sustainable contracts with a range of providers to meet the needs of young people who offend in Harrow. Such contracts covered Domestic Violence, First Aid, and Goldseal which assist young people in gaining recognised qualifications through music production. Work is underway with the Commissioning Team to review the contracts and where appropriate to re-commission.

AssetPlus.

Harrow Youth Offending Team is scheduled to implement the new assessment model Asset Plus in June 2016. Preparation for AssetPlus has been delayed due partly to the restructure of the service, recruitment to permanent posts and the implementation of a new database due to go live in August 2015.

An implementation plan for AssetPlus has been developed and will start in September 2015 as permanent staff join the team. The induction for staff includes the use of YJILS in self development, including the AssetPlus training. Some of the new staff are already trained in the new assessment model.

One of the Deputy Team Managers is the AssetPlus lead and has attended the AssetPlus forum and is leading on preparation for implementation. He has attended the Desistance theory training, with additional staff scheduled to attend the training later in 2015.

Volunteers.

The Youth Offending Team has six volunteers who undertake duties as Referral Order Panel members. It is a statutory responsibility to provide a community panel for young people who have been sentenced to a Referral Order by the courts. A priority in 2015/16 is to increase the number of volunteers and to develop opportunities for volunteers in providing reparation activities. Negotiations are underway regarding the possibility of reparation with the Arts Centre for those who are interested in drama and theatre as well as a number of other projects. the soup kitchen over the winter and various other programmes which will interest young people and provide them with additional skills and experience.

A range of reparation activities are currently available as detailed below:

Milmans IT Project.

Young people help Milmans adult clients to access IT including the internet, setting up e-mails, on line shopping and so on. Adult Services have invested heavily in refurbishing the IT suite at the centre which will create additional opportunities for reparation in 2015/16.

Canons Lane Methodist Church.

The Youth Offending Team continuing to maintain the garden project at the Canons Lane Methodist Church. There has also been a decorating project in the past which is currently being “recommissioned”.

The YMCA and Women’s Centre.

The Youth Offending Team has undertaken gardening and painting for both centres YMCA and Women’s Centre and this is available in the future.

The Allotment.

The allotment in North Harrow requires further development to firmly embed it as a key part of the reparation programme.

Funding stream	Type	2014/15	2014/15	2014/15	2015/16	2015/16	2015/16
		CASH	KIND	TOTAL	CASH	KIND	TOTAL
YJB	Grant	270,241		270,241	258,908		258,908
Probation	Statutory		46,780	46,780		46,780	46,780

	support						
Police	Statutory support		66,231	66,231		66,231	66,231
Health	Statutory support						
	CAMHS		11,224	11,224		16,833	16,833
Local Authority	Budget	511,571		511,571	528,765		528,765
TOTAL		819,812	124,235	944,047	787,673	129,844	917,517

Risks to future delivery

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

Funding

Funding is a key priority for all stakeholders, with financial reports to the Youth Offending Management Board twice yearly. As detailed above partners have confirmed the same level of funding as in 2014/15.

The Good Practice Grant has in previous years, and will continue in 2015/18 to be used exclusively for the delivery of youth justice services.

In July 2015 the YJB advised the Chair of the Board of a potential reduction in funding of the Good Practice grant. Details are yet to be confirmed and may result in effecting some parts of the plan.

Performance

Monitoring operational performance and service delivery is a standing item on the Youth Offending Management Board meetings. The Youth Offending Team receive individual performance reports as well as weekly, monthly and quarterly performance reports from the Business Intelligence Unit. The reports enable the YOT to consistently monitor, improve and maintain individual and team performance.

Reducing re-offending continues to be a challenge for Harrow. The most recent data for April 12-March 13 shows 60 re-offenders from a cohort of 139 young people.. The size of the cohort and number of re-offenders has decreased consistently since 2009, but with a smaller cohort the proportion of re-offenders has increased.

We plan to implement the re-offending tool kit in September 2015, this will help shape service delivery to this cohort and assist with service development.

We continue to work closely with Children in Need and Children Looked After teams with appropriate reporting arrangements to the Board.

Quality Practice

Ensuring consistent delivery of quality practice.

Following significant IT issues in 2014/15 the Council commissioned a new database to go live in August 2015. There have been a number of challenges in the migration of the data and testing of the system. As with any new database there may be an adverse impact initially on performance if there are continuing challenges in the functions of the data base, and as staff familiarise themselves with a new system.

The YOT undertook a critical self assessment in 2014. HMI Probation undertook a Short Quality Screening (SQS) in October 2014 and an action plan was developed in response to the screening. As a result of the SQS Harrow was identified as being a Priority YOT with the provision of additional support and scrutiny by the YJB. The YOT Team manager has successfully completed Peer Review Training and Prince 2 Project Management training. The Deputy Team Manager is undertaking the Stepping up to Leadership course.

The YJB undertook an audit of cases in July 2015 and further areas for development have been identified.

The Youth Offending Team continues to audit cases on a monthly basis as part of the Departments annual Quality Assurance Programme, as well as the annual National Standards audit.

In response to performance data the Youth Offending Management Board has commissioned specific reports to better understand the needs of young people.

The appointment of experienced permanent staff will provide stability and should have a positive impact on improved service delivery and performance.

YOT Restructure

In March 2015 consultation was undertaken with staff and partners on the reshaping of the Youth Offending Team. As a result of the consultation a new structure was agreed and implemented in May 2015. There are currently a number of vacancies which are covered by agency staff. Recruitment is underway and interviews scheduled for the beginning of July. 2015.

The new structure takes into account changes in legislation and policy, .Legal Aid and Sentencing of Offenders (LASPO) legislation came into effect in December 2012. The Act reformed the justice system and created a new youth remand and sentencing structure that provides the Courts with greater flexibility when deciding on appropriate disposals for young people. This significantly changed the management of young people within the Youth Justice system, impacting on roles within the YOT.

There are also some emerging issues regarding serious youth crime in the borough.

Offence type	No of arrests in year	NFA	TRIAGE	Caution	Charge
ABH	30	13			8

Robbery	19	6			9
GBH	8		1	1	3
Common Assault	25	11	6	1	5
Offensive weapon	7	5			2
Points and blades	3	1			2
Indecency	1		1		
Assault Police	6		1		4
Rape	4				
Affray	14	8	1	2	1
Public order	8	2	2		1
TOTAL	125	46	12	4	35

Although the number of young people who are known to YOT has reduced the young people have complex needs requiring more intensive interventions to prevent re-offending. The complexity includes young people who are looked after, mental health needs, experience of loss, missing education, complex family history and over representation of BME young people. Some young people are at risk of exploitation and sexual exploitation.

The challenge is to manage those young people who commit violent crime and the young people who are repeat offenders, wherever possible within the community alongside our responsibility to protect the public.

In 2013/14 26% of the overall caseload were assessed as requiring intensive intervention, and in 2014/15 40% of young people were assessed as requiring intensive intervention.

Performance.

Overall youth crime has shown a decrease year on year since 2010/11, with the exception of 2013/14, where there was a slight increase. In 2014/15 there was a total of 215 offences, compared with 307 in 2013/14, which represents a 30% decrease. The decrease in the overall number of young people who have been found guilty of a crime is slightly lower at 105 young people found guilty in 2014/15 compared to 137 in 2013/14, representing a 23.4% decrease. This suggests that the average number of offences committed per offender has reduced from 2.24 to 2.05 ie a reduction in the frequency of offending.

	Individuals Committing Crime	Offences	Disposals
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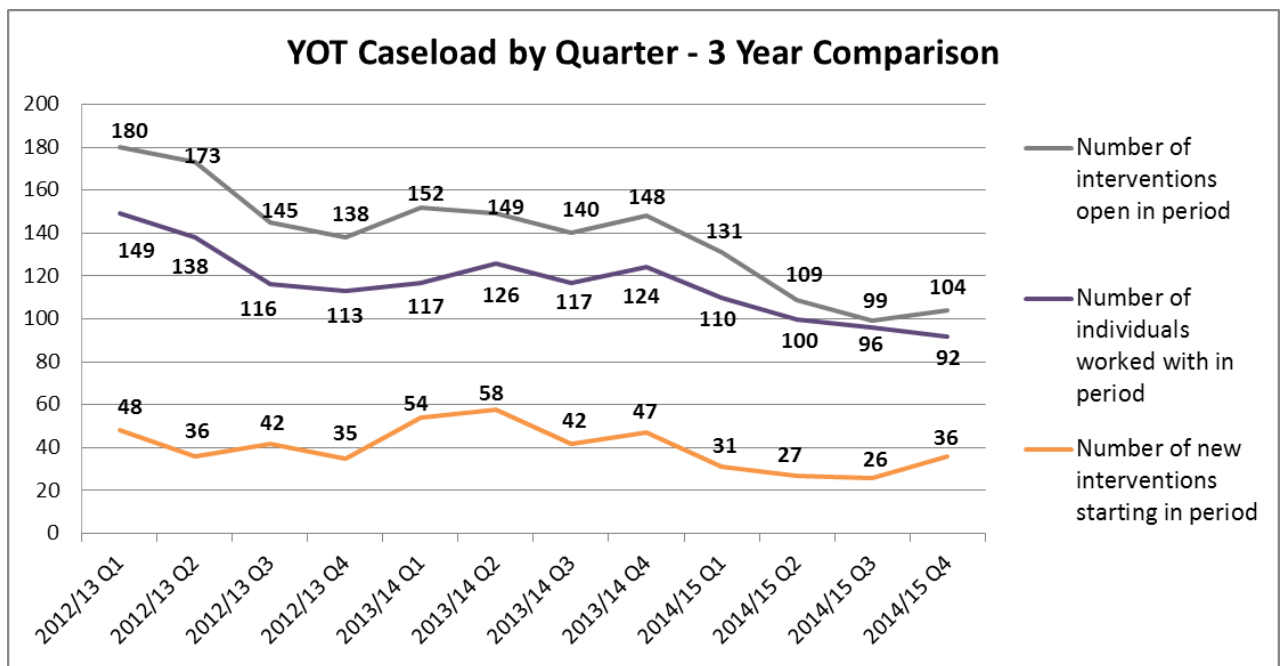
	Individuals committing crime	% Change	Total Offences	% Change	No. of Pre-court disposals	No. of First-tier disposals	No. of Community disposals	No. of Custody disposals	Total Disposals	% change from previous year
April 2014 - March 2015	105	-23.4%	215	-30.0%	14	99	34	7	154	-29%
April 2013 - March 2014	137	17.1%	307	14.6%	29	100	79	10	218	21%
April 2012 - March 2013	117	-32.8%	268	-27.4%	5	78	77	20	180	-32%
April 2011 - March 2012	174	7.4%	369	-10.0%	19	152	78	16	265	-5%
April 2010 - March 2011	162	-	410	-	47	128	87	17	279	-

The reduction in offending is reflected in the number of disposals in 2014/15. There were 154 disposals in 2014/15 compared to 218 in 2013/14.

There is also a disproportionate change in the type of disposals being issued. Most notably, youth rehabilitation orders (community disposals) have reduced by 57% from 79 to 34, while referrals orders (First tier disposals) remained stable. The number of pre-court disposals have decreased from 29 in 2013/14 to 14 in 2014/15.

The number of interventions open to the YOT has reduced by 29.7% in 2014/15 compared to 2013/14.

The number of young people worked with by the YOT has reduced by 25.8% in 2014/15 compared to 2013/14. This significant drop in numbers is a national trend across Youth Offending Teams. Despite the drop in numbers, the complexity of the young people has increased. There has been a 14% increase in those assessed as requiring an intensive level of intervention, accounting for 40% of the total caseload in 2014/15, in comparison with 26% of the overall caseload in 2013/14.



The number of new interventions to the YOT has reduced by 23.4% in 2014/15 compared to 2013/14.

This is reflective of the overall reductions seen in offences, disposals and the number of individuals committing crime.

Due to Harrow's unique demography, it is difficult to make comparisons to National and London averages for the ethnicity of young offenders. All ethnicity comparisons are made against the local demographic make-up of the 10-17 year old population based on ONS 2011 mid-year population estimates.

Over the past 5 years (2010/11 to 2014/15), Harrow has seen some key changes to the ethnic make-up of its offending population.

Asian/Asian British makes up 41.1% of Harrow's 10-17 population, yet only accounts for 24.5% of the young offending population in 2014/15. Asian/Asian British have been consistently under represented over the past 5 years, falling as low as 15.7% in 2012/13.

Young people of Mixed Ethnicity make up 8.8% of Harrow's 10-17 population. 2014/15 young offending figures are in line with this also coming in at 8.8%. This rate has been relatively stable over the past 4 years with figure's being significantly higher back in 2010/11 at 13.8%.

Up until 2012/13, White British had been slightly over represented in the offending population. White British make up 33.7% of Harrow's 10-17 population. In 2014/15, 33.3% of Harrow's young offending population were White British. This represents a slight increase on the previous year (2013/14) where White British had dropped below the borough rate at 30.8%.

The most notable difference between local demographics and youth offending demographics can be seen in the Black/African/Caribbean/Black British group. This group are considerably over represented, making up only 12.9% of Harrow's 10-17 population but 32.4% of the youth offending population in 2014/15. Over the past five years this group have been consistently over represented in youth offending services and the figure had been rising year on year from 26.3% in 2010/11 to 36.8% in 2013/14. However, the latest figure of for 2014/15 (32.4%) represents a decrease on the previous year.

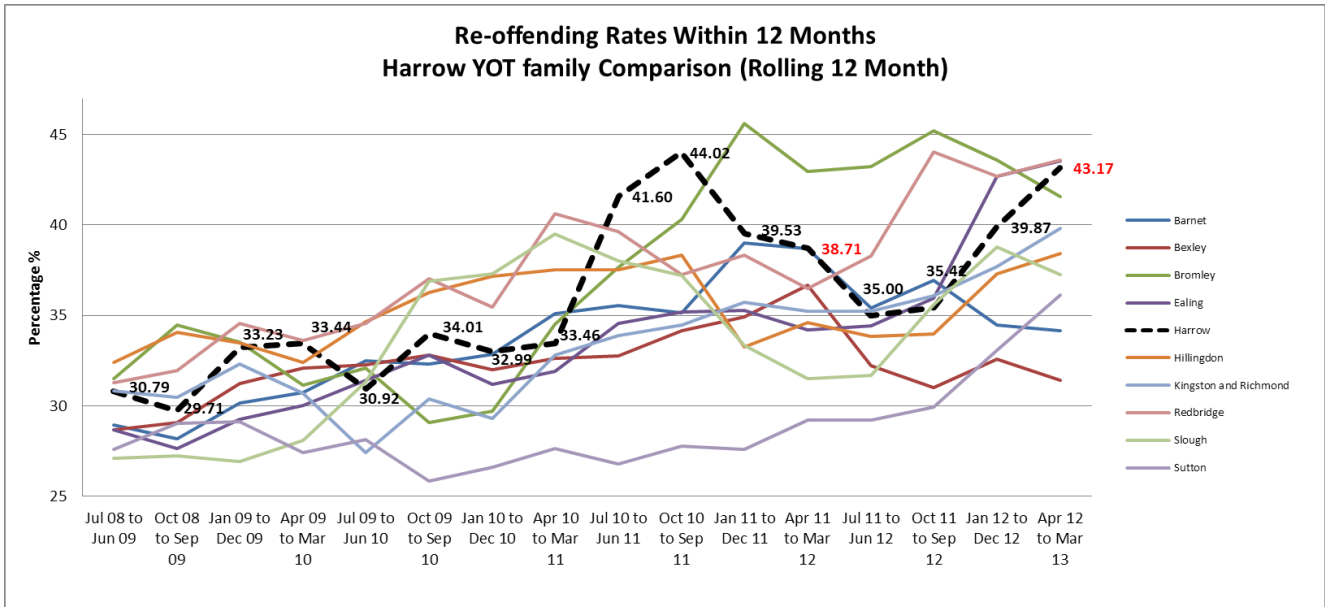
In 2013/14 the gender split of young people convicted of an offence was nationally 85.93% Male to 14.07% female. In London females represent a smaller proportion with 13.88% to 86.12% male and for the YOT statistical neighbours they represent 15.3% to 84.6% Male.

Over the past 5 years the average number of females convicted of an offence each year is 21.6 (lowest 18 and highest 25). For males this figure is more variable with the average being 117 (lowest 87 and highest 149).

FTE table and narrative

	First time entrants						
	Harrow			YOT Family Average		National Average	
	Number	Rate per 100,000	% change from previous year	Rate per 100,000	% change from previous year	Rate per 100,000	% change from previous year
Oct 13 - Sep 14	73	311	-4.9%	310	-13.9%	417	-10.3%
Oct 12 - Sep 13	79	327	-24.5%	360	-25.0%	465	-22.1%
Oct 11 - Sep 12	105	433	-9.0%	480	-26.2%	597	-21.8%
Oct 10 - Sep 11	115	476	-	650	-	763	-

During the last 4 years there has been a steady decrease in the number of first time entrants to the criminal justice system, which is reflective of national and statistical neighbour trends. Harrow has 73 first time entrants in the latest reporting period (Oct 2013 – Sep 14) which is a 4.9% reduction on the 79 from the previous year (Oct 2012 – Sep 13). Harrow has reduced at a lower rate than its comparators, with 4.9% reduction compared to a YOT Family average of 13.9% and a national average of 10.3%.



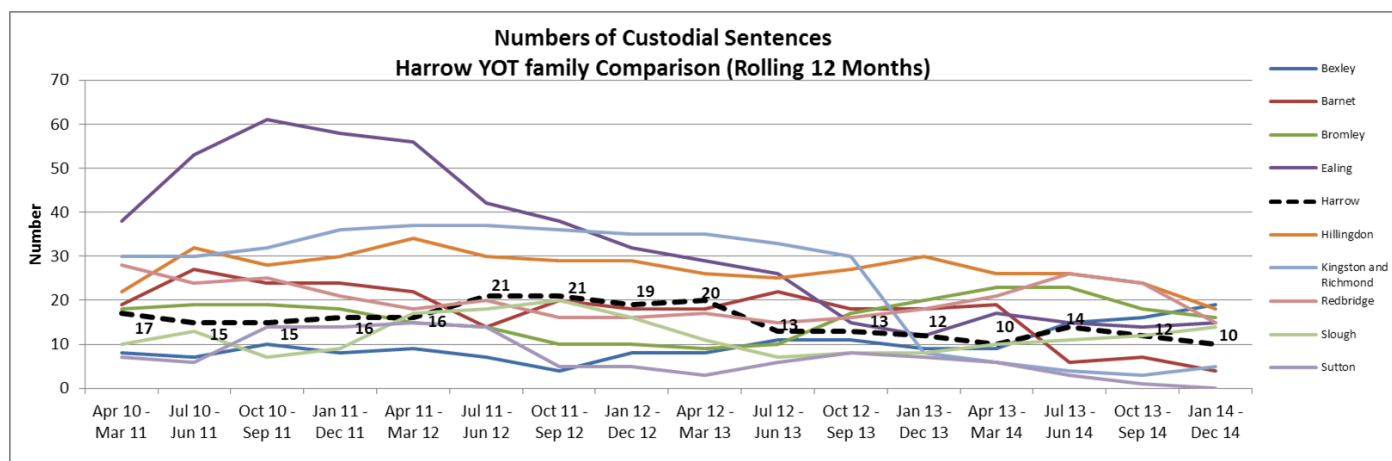
Within Harrow's YOT family the general trend shows a steady increase in the re-offending rate since 2009. This is a trend which is also reflected nationally.

Harrow's re-offending rate has been variable over the last 4 years. It increased between (Apr 10/March 11) and (Oct 10/Jun 11) reaching 44%. This fell over the following four quarters down to a rate of 35%. The rate has started the rise again over the past two quarters to 43.17% in the latest reporting period (Apr 12 - Mar 13).

Harrow's most recent re-offending rate (Apr 12 - Mar 13) of 43.17% accounts for 60 re-offenders from a cohort of 139, this compares to 84 re-offenders in the same period last year (Apr 11 - Mar 12). The size of the cohort and the number of re-offenders have decreased consistently since 2009, however with a smaller cohort and lower numbers of FTE's the proportion of re-offenders has increased.

The alternative measure for re-offending is the frequency rate which represents the average number of re-offences per offender. In the latest reporting period (April 12- March 13) the average number of offences committed by re-offenders was 1.08 this is an increase on the previous year (April 11 – March 12) which was 1.04.

Remanded into custody table.



Over the past 3 years, Harrow's numbers in custody have been varied from between 12 and 21 in any 12 month rolling period. The last quarter has shown a slight decrease in figures with the latest 12 month rolling period (Oct 13 - Sep 14) showing 10 custodial sentences. This is the lowest rate of the past 3 years.

The custody rate per 1,000 indicators allows for a better comparison between YOT's performance. Overall, Harrow's latest position (Jan 14 - Dec 14) of 0.54 is the 5th Highest of the 10 YOT's.

Annual Numbers in custody April - March	2012/13	2013/14	2014/15
Total custodial sentences open at the start of the year	8	13	8
Total custodial sentences starting in the year	20	10	7
Total in custody during year	28	23	15
Rate per 100,000	0.84	0.42	0.30

The general trend for Harrow, which is reflected nationally, is a decrease in the number of young people in custody. Over the past 3 years Harrow has seen considerable decreases, from 28 in 2012/13 to 23 in 2013/14 and 15 in 2014/15.

At the start of 2014/15 Harrow had 8 young people on custodial sentences, there were a further 7 new custodial sentence's starting during the year, 4 in Q1, 2 in Q2 and 1 in Q3.

At the end of 2014/15 there were 4 young people in custody and 4 young people on a post custodial licence.

Annual Remand Figures April - March	Remand Episodes	Remand Bed Day's
2014-15	4	357
2013-14	13	311
2012-13	17	801

Over the past 3 years Harrow's numbers on remand have decreased considerably. In 2012/13 there were a total of 17 remands compared to 13 in 2013/14 and 4 in 2014/15.

The decrease in remands is not reflected in the number of bed days between 13/14 (311) and 14/15 (357), as although there were fewer remands, the length of time in remand has been higher.

At the end of the year (31st March 2015) there were 2 young people on remand.

Key achievements in 2014/15

Key achievements in the past year include:

- Reduction in the use of custody (16.67%)
- Reduction in First Time Entrants (4.9%)
- Reduction in the numbers of young people remanded (69.23%)
- Increased compliance with National Standards
- Restructure of the Youth Offending Team

Key challenges

Based on the SQS inspection which took place in October 2014 we have identified the following key challenges

- The need to improve the overall quality of assessment, planning and review
- The need to improve the quality of and consistency of safeguarding and vulnerability work
- Improved personalised training programmes and induction plans
- The need to improve the effectiveness of management oversight

In addition

- Delivering the Troubled Families/Families First in Harrow and ensuring YOT demonstrates its effectiveness in this area

- Improve the outcomes for CLA who are being worked by YOT particularly in terms of their re-offending and NEET rates
- Ensuring YOT contributes to children and young people getting the best start in life through leading healthy lifestyles and improving long term health and educational outcomes
- Targetting and focusing on Child Sexual Exploitation (CSE) and keeping young people safe
- Ensuring young people with mental health needs receive the right support
- Narrowing the gap in educational attainment and ensuring young people participate in education, employment and training
- Ensuring that young people who have additional needs receive the right support.
- Preventing youth offending and reducing the risk of custody
- Effective partnership working
- Ensuring that young offenders make amends and repair the harm casued to victims and communities
- Effective joint working within childrens services.

Key priorities for 2015/18.

The Youth Offending Management Board has identified the following key priorities

- Reduce youth re-offending and the use of custody and remands
- To support the delivery of the Troubled Families (Families First) agenda
- To ensure that looked after children known to YOT have the best life chances
- To respond to child sexual exploitation
- To ensure risk of harm/re-offending, planning and interventions are of a high quality and produce the best outcomes
- To ensure compliance with Working Together and the work of the Harrow LSCB.

What people say about us

“Partnership working between the Children looked after team and the YOT is beneficial both for the young people and workers” *Pam Johnson Team manager CLA*

I write this email, with much sincerity and emotion, you have known and supported my son for many years now. I can honestly say that you have not only been his support worker, but someone I know he trusts and has very deep respect for. *Mother of a young person known to YOT.*

I have finally got around to expressing my sincere appreciation for the service you have given to my son during his period of probation. I am in no doubt your contribution and that of your team has made a significant impact on his thinking. This I believe is having a positive impact on his lifestyle. *Father of a young person known to YOT.*

“I have had the chance to access apprenticeships”. *Young man known to YOT*

“Tall ships was good, hard work though. I learned a lot there and I would recommend it to other young people, especially if they struggle to communicate with people because you have to. But thanks for the opportunity and I enjoyed it”. *Young man who completed the Tall Ships challenge.*

My time attending goals has been a wonderful time. I am more aware of life and knowledge of setting my goals as a young teen adult.

Its honestly made me want to achieve my goals and do things I haven't considered

Appendix 1 Youth Offending Team Structure.

Structure Chart 31/07/15

Position	Permanent/Agency	Gender	Ethnicity
Head of Service	Agency	F	White British
Team Manager	Permanent	F	Indian
Deputy Team Manager	Permanent	M	British/Asian
Deputy Team Manager	Agency	F	Black African
Technical Business Support	Permanent	F	White British
Practitioner	Permanent	F	Black/Black British/Caribbean
Practitioner	Agency	F	White Australian
Practitioner	Agency	F	African Caribbean
Practitioner	Agency	F	Black African
Practitioner	Agency	M	White British
Probation Officer	Agency	M	
Restorative Justice Co-ordinator	Permanent	M	White British
Restorative Justice Co-ordinator	Vacant		
Victim Liaison officer	Agency	F	Black/Black British/Caribbean
Education Specialist	Agency	M	Australian/Italian
Clinical Nurse Specialist	Secondment	M	White British
Substance misuse worker	Secondment	F	Black Caribbean
Police Officer	Secondment	F	White British
Police Officer	Secondment	F	White British

Structure chart following restructure and recruitment planned September 2015

Position	Permanency/Agency	Gender	Ethnicity
Head of Service	Agency	F	White British
Team Manager	Permanent	F	Indian
Deputy Team Manager	Permanent	M	British Asian
Deputy Team Manager	Permanent	F	White British
Technical Business Support	Permanent	F	White British
Practitioner	Permanent	F	Black/British/Caribbean
Practitioner	Permanent	F	White British
Practitioner	Permanent	F	Black, Black British
Practitioner	Permanent	F	White British
Practitioner	Permanent	M	White British
Practitioner	Agency	F	
Probation Officer	Agency	M	
Restorative Justice Co-ordinator	Permanent	M	White British
Restorative Justice Co-ordinator	Vacant		
Victim Liaison officer	Agency	F	Black/Black British/Caribbean
Education Specialist	Agency	M	Australian/Italian
Clinical Nurse Specialist	Secondment	M	White British
Substance misuse worker	Secondment	F	Black Caribbean
Police Officer	Secondment	F	White British
Police Officer	Secondment	F	White British

Volunteers 31/07/15

Volunteer	Gender	Ethnicity
Volunteer 1	M	Black British
Volunteer 2	M	White British
Volunteer 3	F	Asian
Volunteer 4	F	Asian
Volunteer 5	F	Black British
Volunteer 6	F	Black South African

Appendix 2.Membership of the Management Board

Name	Role and organisation	Contact Details
Chris Spencer Chair	Director Children and Families	chris.spencer@harrow.gov.uk
Superintendent Mark Wolski Vice-Chair	Harrow BCU Commander (Metropolitan Police)	Mark.A.Wolski@met.pnn.police.uk
Paul Hewitt	Divisional Director	Paul.Hewitt@harrow.gov.uk
Ann Garratt	Head of Service Youth Offending and Troubled Families	Ann.Garatt@harrow.gov.uk
Aman Sekhon-Gill	Team Manager, YOT	Aman.Sekhon-Gill@harrow.gov.uk
Charisse Monero	Head of Service EIS	Charisse.Monero@harrow.gov.uk
David Harrington	Head of Business Intelligence	David.Harrington@harrow.gov.uk
Paa-King Maselino	Head Teacher The Helix	Paa-King.Maselino@harrow.gov.uk
Mike Howes	Senior Policy Officer	Mike.Howes@harrow.gov.uk
Mike Herlihy	Youth Magistrate and former Chair of NW London Youth Panel	hamlin.herlihy@talktalk.net
Ann Marie Anderson	Business, Leadership and Governance Advisor	<u>Marie.Anderson@harrow .gov.uk</u>
Juliet Wharrick	Assistant Chief Officer, Probation Service	Juliet.Wharrick@probation.gsi.gov.uk
Russell Symons	Senior Probation Officer, Probation Service	russell.symons@london.probation.gsi.gov.uk
Sue Dixon	Designated Nurse Safeguarding Children	suedixon@3nhsnet

	Harrow CCG	
Dan Burke	Director of Ignite	dburke@ignitetrust.org.uk
Hannah Kaim-Caudle	Service Manager, COMPASS Harrow	Hannah.kaim-caudle@compass-uk.org
Melanie Woodcock	Service Manager CAMHS	melanie.woodcock@nhs.net

Glossary.

CAMHS	Children and Adolescent Mental Health
CIN	Children in Need
CLA	Children looked after
CRC	Community Rehabilitation Company
CSPPI	Community Safety and Public Protection
EIP	Early Intervention Panel
EIS	Early Intervention Service
FTE	First Time Entrant
LASPO	Legal Aid and sentencing of Offenders
LSCB	Local Safeguarding Children Board
MAPPA	Multi Agency Public Protection Arrangements
MOPAC	Mayors Office for Policing and Crime
RJ	Restorative Justice
YJB	Youth Justice Board
YOT	Youth Offending Team
YJLD	Youth Justice Liaison and Diversion

**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	16 September 2015
Subject:	Special educational needs and disability (SEND) reforms implementation
Responsible Officer:	Chris Spencer, Interim Corporate Director Children and Families
Scrutiny Lead Member area:	Councillor Linda Seymour, Policy Lead, Children and Families Councillor Janet Mote, Performance Lead, Children and Families
Exempt:	No
Wards affected:	All
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out the arrangements for implementing the SEND reforms introduced by the Children and Families Act 2014 to improve outcomes for children and young people with special educational needs and disabilities.

Recommendations:

The board is requested to note and comment on the progress being made in implementing the SEND reforms.

Section 2 – Report

Introduction

The national policy context of the SEND reforms commenced in March 2011 when the government published a Green Paper entitled *Support and Aspiration: A new approach to SEN and disability*. This was followed in May 2012 by the *Support and Aspiration: A new approach to SEN and disability: Progress and Next Steps* document and the draft SEND provisions.

The requirements of the SEND reforms are contained within Part 4 of the Children and Families Act 2014 and are specified in a wide range of statutory and non-statutory guidance that has been issued by the Department for Education and the Department of Health over a period of time.

A new special educational needs and disability code of practice: 0 to 25 years was issued first of all in July 2014 and has twice since been reissued most recently in January 2015. There is new advice and guidance being issued on a regular basis. It is anticipated some advice and guidance will continue to be reviewed and updated and further advice and guidance will emerge on elements of the legislation.

Background

The duties and requirements of the reforms for local authorities (children's services and adult social care services) and their partners (clinical commissioning groups and health providers) and schools are wide ranging and multi-faceted.

Local authorities and their partners were required to implement a number of key aspects of the reforms by 1 September 2014 and there are a number of elements that are being developed over time.

A key feature of the new system is a much greater emphasis on a family-centred approach with the expectation of a stronger engagement of the

parents of children and young people with special educational needs and disabilities and children and young people themselves.

The Harrow Parents for Disabled Children (HP4DC) group has served as the local parent carer forum and has been a significant partner with the council and the health service in developing key aspects of the reforms. The group has, however, disbanded recently owing to the circumstances of lead members of the group. The national organisation Contact a Family is taking steps to set up a new local parent carer group together with the local authority with the local voluntary organisation Kids Can Achieve.

There are important transitional arrangements for those with existing special needs statements and learning difficulty assessments and those on school action / school action plus and equivalents.

Key elements of the SEND reforms that were required to be implemented from September 2014

Local offer

The local authority was required to publish an initial, accessible local offer developed together with key partners, covering the support available for those with and without special needs statements or education, health and care plans from birth to 25 years, including SEN support in schools.

As the local offer developed it was recognised it was not working effectively within the main council website especially as more information was added. There was clearly a difficulty in locating information easily, the search facility was problematic and links to information were not working reliably. The solution to this was to create what is called a sub-site within the main council web site which is a separate and dedicated area or part of the council website.

The Department for Education adviser reviewed Harrow's local offer in October 2014 and it was considered the new sub-site looked much better in appearance, functionality and content than it did initially and was felt to provide a good platform for further development in the future.

Education, health and care assessment and planning

The authority has developed a co-ordinated education, health and care plan assessment process that is being used to issue final education, health and care plans within the statutory timescale of 20 weeks.

There is an education, health and care plan template that was tested out with children and young people with special educational needs and their parents before being implemented from 1 September 2014. This has been revised and adjusted since being introduced in the light of experience and feedback from parents and schools and others.

The authority's assessment process and plan template have both been judged by the Department for Education as legally compliant with the code of

practice and to provide a good basis for the development of education, health and care plans. A special comment was made in relation to Harrow's approach to recording the aspirations for children and young people with special educational needs and disabilities within the plan.

Transitional arrangements

A transition plan has been published as part of the local offer and was produced and developed with parents and schools and colleges. This sets out how the local authority will go about transferring children and young people who receive support as a result of a special needs statements or a learning difficulty assessment to education health and care plans overall by 1 April 2018. For those with a learning difficulty assessment the transfer to an education, health and care plan needs sooner and take place by September 2016.

There are approximately 1,200 children and young people who have currently a special needs statement or EHC plan and around another 150 young people in further education with, or who had, a learning difficulty assessment. For children and young people with special needs statements, the transfer process must be completed within a maximum of 18 weeks from September 2015 from the previous 14 weeks. For those with a learning difficulty assessment the timescale has been increased by the government from 14 to 20 weeks

Additional staff has been recruited to support the significant demands of the transfer process over the next three years.

The intention is to transfer statements and learning difficulty assessments within the council's transition plan formulated in accordance with the relevant Department for Education guidance within the resources available.

Personal budgets, including personal; health budgets

A clear policy is in place and included as part of the local offer, setting out the scope currently of personal budgets. At the initial stage personal budgets apply primarily to short break provision for children and young people with disabilities and special transport arrangements and some therapy services. It is intended in due course to extend and widen significantly the personal budget approach to supporting children and young people with disabilities and their families. The arrangements for personal health budgets have been developed.

Joint commissioning

Local authorities and clinical commissioning groups are required to work together with partners at a strategic level to develop the special needs and disability systems that will best support the SEND reforms. An appointment of a joint commissioner has been made in the CCG together with the the council support to support the developments required by the SEND reforms.

Joint commissioning is in place with the health service and adult social care services for the following:

- speech and language therapy services for which a section 75 agreement under the of the National Health Services Act 2006 applies;
- the provision of specialist equipment, in the home and at school;
- children and young people with complex needs, requiring health and social care arrangements;
- children and young people with complex needs attending special residential schools.

Information, advice and support

The authority has put in place arrangements for providing independent information, advice and support for parents and children and young people with special educational needs and disabilities across education, social care and health, including independent supporters.

The SEND Information, Advice and Support Service is provided under contract by Family Action who provided formerly the authority's parent partnership service. Family Action carried out a review and restructuring of their service in consultation with the local authority soon after the reforms took effect to ensure it was best able to deliver the information, advice and support required locally.

In addition Barnardo's and Family Action provide independent support to parents and young people. Independent support is a government funded programme until March 2016 to provide additional support to parents, carers and young people during the implementation of the SEND reforms. Independent supporters are a mixture of paid staff and volunteers, offering help targeted around the assessment and education, health and care plan processes. The Council for Disabled Children (CDC) has commissioned a range of organisations to provide independent support locally across England. In Harrow, the CDC has issued contracts to the Family Action SEND Information, Advice and Support Service and Barnardo's.

Mediation

The local authority has for several years commissioned access to high quality mediation from an organisation called KIDS as do a large proportion of London local authorities.

It is now mandatory that families and young people obtain a certificate to evidence they have contacted the mediation service before making an appeal to the SEN and Disability Tribunal.

Financial Implications

The financial implications of implementing the SEND reforms are being met in the council within existing resources together with additional government grant funding available in 2014-15 (£348K) and 2015-16 (£152K).

The lead service within the council in implementing the SEND reforms is the SEN Assessment and Review Service within the Special Needs Services Division of the Children and Families Directorate. The planned budget for the service is £498,670.

The SEN Assessment and Review Service has an establishment of nine full time equivalent posts for managing the special educational needs and disability processes. It is the case certainly in London that authorities have needed to make significant increases in their equivalent service of up to 50% to handle the demands of the new SEND system. Harrow has increased the capacity of the SEN Assessment and Review Service using the grant funding available from central government by approximately 26%. This is currently under review in the light of the sizeable additional demands on the service as a result of running a dual system of handling new assessments whilst at the same time transferring all previous special needs statements and learning difficulty assessments to EHC plans and emerging performance issues that are covered below.

Research commissioned by the Department for Education has indicated recently it is expected that delivery of the EHC plan will on average be more expensive than the previous system of special needs statements. This is entirely consistent with the experience locally where the new approach clearly takes far more time. The research calculated the average net additional cost per case for new assessments to be £254. On this basis alone the additional cost of carrying out in future years an anticipated 200 EHC plan assessments per annum would be £50,800 but this does include the cost of other essential activities. This will need to be considered by the council in its financial planning for the service especially when SEND grant funding comes to an end.

Performance Issues

It is in many ways too early to say whether the process of EHC plan assessment has improved for families. There are indications families consider their views have been sought and listened to and taken into account.

The process is certainly more joined up and integrated, involving children's and adult social care services, in a way that the previous special needs statement system or the further education equivalent did not. There are, however, issues in relation to adult health and social care services that require significant further development.

Despite the improvement around involving parents in the process, there remain a number of families who are dissatisfied with the decisions especially with regard to school or college placement and make an appeal to the SEN and Disability Tribunal. The number of appeals that proceed to a hearing has

increased rather than decreased and the management of, and input into, appeals from a range of professionals and agencies makes a huge demand on time.

There is further scope for improvement of the Local Offer and steps are being taken to ensure its long term sustainability, maintenance and further development.

To January 2015 when the SEN2 return is made to the Department for Education, the number of children and young people with statements or EHC plans has remained fairly constant. The figures below show the trend over the last three years:

SEN2 January 2013 - 1158 children and young people with statements;
 SEN2 January 2014 - 1168 children and young people with statements;
 SEN2 January 2015- 1174 children and young people with statements / EHC plans.

Since the SEND provisions of the Children and Families Act 2014 came into effect in September 2014 though there has been a 14.5% increase in the number of requests for education, health and care plan assessments and the statutory time period for the completion of assessments has been reduced from 26 weeks to 20 weeks. The figures below show the trend over a relatively short period of time:

Number of requests September 2013 -August 2014 - 158
 Number of requests September 2014- August 2015 -181

Number of requests September 2014 – December 2014 - 44
 Number of requests January 2015 – August 2015 – 137

There has been a significant increase in assessments for children under the age of five years.

There is a key national indicator in relation to the completion of EHC plans and formerly special needs statements within the statutory timescale. The indicators NI103a and NI103b measure in percentages completion of assessments, excluding or including allowable exceptions. Harrow's performance on this indicator has historically been very strong and amongst the highest in the country. The table below shows the impact of the additional demands of the new SEND system:

	NI103a	NI103b
October 2014 – December 2014	100 (95)	93 (85)
January 2015 – March 2015	77.8 (95)	80 (85)

(The number in brackets refers to the target set for each part of the national indicator)

Owing to the increased time demands and complexity of completing assessments under the new SEND system there has been a fall off in performance. It has been necessary to revise the performance targets set and the position is being monitored closely with a view to increasing the resources of the service to meet these times pressures.

The importance of completing assessments and putting in place support for children and young people in a timely way is recognised. Equally the anticipated inspection by Ofsted and the CQC of the implementation of the SEND reforms in local authorities together with health partners expected to commence in May 2016 will inevitably focus sharply on the performance against these indicators.

The plan for transferring from the old to the new system for those with special needs statements has so far involved the initiation of 244 transfers of which 198 are complete. For young people in further education, 48 review meetings have been initiated and 26 EHC plans completed. This gives a total of 292 initiated transfers and 224 complete.

Environmental Impact

There is no environmental impact relevant in this area.

Risk Management Implications

Risk included on Directorate risk register? ~~Yes~~/No

Separate risk register in place? ~~Yes~~/No

It is intended to conduct a review of Harrow's performance in this area against the inspection accountability framework to properly assess risk.

Equalities implications

Was an Equality Impact Assessment carried out? ~~Yes~~/No

It was not considered necessary to carry out an equality impact assessment for this report.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

In the main the report incorporates the following administration priorities.

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

Section 3 - Statutory Officer Clearance

It is not considered legal and finance clearance is necessary for this report.

Ward Councillors notified:

YES/ NO

** Delete as appropriate.*

Section 4 - Contact Details and Background Papers

Contact: Roger Rickman, Divisional Director, Special Needs Services 0208966 6334

Background Papers: None

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REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting:	16 September 2015
Subject:	Draft Scope for Welfare Reform Scrutiny Review Group
Responsible Officer:	Alex Dewsnap, Divisional Director, Strategic Commissioning
Scrutiny Lead Member area:	Policy Lead –Councillor Steven Wright Performance Lead –Councillor Primesh Patel
Exempt:	No
Wards affected:	All
Enclosures:	Draft Scope for Welfare Reform Scrutiny Review Group

Section 1 – Summary and Recommendations

This report sets out the draft scope for the scrutiny review of welfare reforms.

Recommendations:

The Overview and Scrutiny Committee is asked to:

- Consider and agree the scope for the Review
- Agree or provide a steer as to the membership of the Review Group
- Agree that the Chair of the Review will be Councillor Pamela Fitzpatrick
- Agree upon the timing of this Review and consider the comments review members have made to date in this regard.

Section 2 – Report

The Scrutiny Leadership Group asked that a Scrutiny Review of the welfare reforms form part of the scrutiny work programme for 2015/2016.

The attached scope has been drafted with input from officers and Scrutiny councillors who have already met twice in taking part in this Review. The draft scope suggests that this Review will consider the impact that the benefit cap is having/ will have on residents in Harrow and how the Council or others can help relevant residents (those impacted by the cap, or at risk of being impacted in the future) to come off, live better on or avoid needing benefits. Upon completion of this part of the Review, members would like to consider the same questions in relation to working tax credits and low paid residents in Harrow.

Councillor Pamela Fitzpatrick has chaired the first two meetings of the Review, which has considered the draft scope and remit. Members in attendance at the first two meetings have been of the opinion that this Review should continue into the 2016/17 financial year.

However, the scope of the project as drafted (ie consideration of the impacts of the benefit cap and working tax credits) should be completed by the end of this financial year, and any decision as to extend the work of the Group beyond this scope into the next financial year would need to be agreed by Scrutiny Leadership Group, through conversations about the scrutiny work programme and how to best use the available Member and Officer capacity in 2016/17.

Financial Implications

The costs of delivering this project will be met from within existing resources.

Performance Issues

There is no specific performance issues associated with this report.

Environmental Impact

There is no specific environmental impact associated with this report.

Risk Management Implications

There are none specific to this report.

Equalities Implications

The review will consider during the course of its work, how equality implications have been taken into account in current policy and practice and consider the possible implications of any changes it recommends.

Council Priorities

- Making a difference for communities

Section 3 - Statutory Officer Clearance

Statutory clearances not required.

Ward Councillors notified:	N/A
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Section 4 - Contact Details and Background Papers

Contact:

Edward Smith, Policy Officer, 020 8424 7602

Rebecka Steven, Policy Officer, 020 8420 9695

Background Papers:

- Draft scope for the Welfare Reform Scrutiny Review Group

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OVERVIEW AND SCRUTINY COMMITTEE

SEPTEMBER 2015

WELFARE REFORM SCRUTINY REVIEW GROUP – DRAFT SCOPE

1	SUBJECT	Welfare Scrutiny Review
2	COMMITTEE	Overview and Scrutiny Committee
3	REVIEW GROUP	Councillor Pamela Fitzpatrick (Chair) Councillor Ghazanfar Ali Councillor Jeff Anderson Councillor Marilyn Ashton Councillor Margaret Davine Councillor Josephine Dooley Councillor Ameet Jogia Councillor Barry Kendler Councillor Barry Macleod-Cullinane Councillor Vina Mithani Councillor Chris Mote Councillor Janet Mote Councillor Phillip O'Dell Councillor Christine Robson
4	AIMS/ OBJECTIVES/ OUTCOMES	<p>To understand the experiences of benefit claimants and those who have needed to claim benefits in the past or may need to in future.</p> <p>To understand what services are available and what policies are in place to help people come off, live better on, or avoid needing benefits and how effective they are.</p> <p>To propose robust recommendations which are accepted and implemented by Cabinet that will help people come off, live better on, or avoid needing benefits.</p>
5	MEASURES OF SUCCESS OF REVIEW	Acceptance and implementation of recommendations.
6	SCOPE	<p>This Review will consider the impact the welfare reforms are having on certain cohorts with a view to influencing the budget process for 2016/17 and beyond by way of recommendations of impactful action the Council could take to help people come off, live better on, or avoid needing benefits.</p> <p>The cohorts to focus on are those who are/ were/ may become:</p> <ul style="list-style-type: none">• subject to the Benefit Cap• claimants of Working Tax Credits.

7	SERVICE PRIORITIES (Corporate/ Department)	This Review relates in particular to the Corporate Priorities 2015 - 19 of: <ul style="list-style-type: none"> • making a difference for communities • making a difference for the most vulnerable • making a difference to families
8	REVIEW SPONSOR	<i>Tom Whiting, Corporate Director for Resources</i>
9	ACCOUNTABLE MANAGER	Rachel Gapp (Head of Policy)
10	SUPPORT OFFICER(S)	Edward Smith and Rebecka Steven (Policy Team)
11	ADMINISTRATIVE SUPPORT	Business Support Service and Policy Team
12	EXTERNAL INPUT	The input of the following may be useful for the review: <p>Stakeholders:</p> <ul style="list-style-type: none"> • Relevant Council Manager(s) • Relevant Portfolio Holder(s) • Residents <p>Experts/advisers:</p> <ul style="list-style-type: none"> • Representative interest groups • Local community groups • Local voluntary and community sector organisations
13	METHODOLOGY	This review will involve four phases: <ol style="list-style-type: none"> 1. Evidence Phase – including literature review and evidence gathering from local and national studies around the impact of the welfare reforms, other written/oral evidence from senior managers, ward councillors, residents and experts. This will inform the structure and lines of questioning for the next phase of the review. 2. Evidence Gathering/ Out and About – Councillors making direct contact with residents to understand their issues and perspectives, meeting relevant community groups and case studies. Expert witnesses to be invited to participate in information sessions at a meeting of the group. 3. Solution Phase – discuss findings, investigate and test potential solutions. 4. Writing up of final report and recommendations - for the approval of the Overview and Scrutiny

		Committee on 19 April 2016, and Cabinet on 24 May 2016.
14	EQUALITY IMPLICATIONS	The review will consider during the course of its work, how equality implications have been taken into account in current policy and practice and consider the possible implications of any changes it recommends. In carrying out the Review, the Review Group will also need to consider its own practices and how it can facilitate all relevant stakeholders in the borough to have their voices heard.
15	ASSUMPTIONS/ CONSTRAINTS	Whilst further Welfare Reforms are planned for the future, this review will focus primarily on benefit recipients in the current context. This will provide insight into what the consequences of future reforms may be.
16	TIMESCALE	<p>June 2015 – April 2016 to ensure that the review concludes and reports to O&S in the 15/16 Municipal Year.</p> <ul style="list-style-type: none"> • June – August 2015: Scoping and Planning • Mid-October: Benefit Cap ‘Evidence Phase’ • November: Benefit Cap ‘Out & About’ Phase • December: Benefit Cap ‘wash-up’ and recommendation formation meeting • January: Working Tax Credit/ Low Pay ‘Evidence Phase’ • February: Working Tax Credit ‘Out & About’ Phase • March: Working Tax Credit ‘wash-up’ and recommendation formation meeting • April: report to Overview & Scrutiny • May 2016: Report to Cabinet <p>The Review Group may produce an interim report should wish to make recommendations to be considered as part of the budget process.</p> <p>At the end of the financial year, should the group wish to continue this review, it will discuss this at the Scrutiny Leadership Group.</p>
17	RESOURCE COMMITMENTS	To be met from existing Policy Team budget. No significant additional expenditure is anticipated. It should be noted that the capacity of the Policy Team is limited.
18	REPORT AUTHORS	Edward Smith/ Rebecka Steven

19	REPORTING ARRANGEMENTS	<p>Outline of formal reporting process:</p> <ul style="list-style-type: none"> • The relevant Divisional Director(s) and Portfolio Holder(s) will be consulted in the drafting of the final report and recommendations • Report to Overview and Scrutiny Committee • Report to Cabinet
20	FOLLOW UP ARRANGEMENTS	<p>It is anticipated that Cabinet would respond to any recommendations made at the Cabinet meeting in May 2016.</p>



**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	16 September 2015
Subject:	Commercialisation Strategy
Responsible Officer:	Tom Whiting, Corporate Director, Resources
Scrutiny Lead Member area:	Councillor Primesh Patel Councillor Stephen Wright
Exempt:	No
Wards affected:	All
Enclosures:	Commercialisation Strategy 2015- 2018

Section 1 – Summary and Recommendations

This report sets out updates to the Commercialisation Strategy that was approved by Cabinet in June 2015.

Recommendations:

Members are asked to note the report and the continuing implementation of the Commercialisation Strategy as it continues to support the council's priorities and aims to deliver a significant financial return to 2018/19 and beyond.

Section 2 – Report

Introductory paragraph

In response to the significant cuts to Government funding that the council has already experienced and is going to continue to experience over the coming years, the challenge to the council is how to address this funding gap. There is no doubt that it is going to require a radically different approach.

Through being more commercial the council has the opportunity to put local services onto a more sustainable footing and to bring in new revenue streams which can also be invested in priority outcomes.

Commercialisation is a positive agenda for Harrow Council. It is an opportunity to build on the council's strengths and to make money from them for the benefit of local people.

Reasons for commercialisation

The council still needs to make significant contributions to the Medium Term Financial Strategy which is requiring it to look more commercially at existing methods of service delivery.

The funding gap is significant and existing approaches alone are not going to be sufficient to offset this. To continue to deliver priority outcomes on a sustainable basis, becoming more commercially minded in all areas is going to become increasingly necessary.

In some areas, such as Legal Services, the council has had early successes so this has built confidence in this approach.

Examples from across the local government sector have also built confidence in the role that commercialisation can play in bringing money in to the council and helping put local services onto a more sustainable footing. Appendix A of the Commercialisation Strategy shows summary case studies of other local authorities that have achieved success through commercialisation.

Implications of the Recommendation

The commercialisation vision is for Harrow Council to become an innovative and entrepreneurial authority that continuously drives positive annual contributions to the Medium Term Financial Strategy by generating extra revenue and delivering cost reductions through trading and business improvement.

Through this, local services can be put into a more sustainable footing to support local people as well as raising money to invest in our priority outcomes.

The Strategy aims to deliver a substantive culture change where staff actively look for additional opportunities without losing focus on their existing customer base and the quality of service delivery. Services will strive to be fit to compete and fit to market where appropriate, even if they do not currently provide services externally, and services making positive financial contributions shall increasingly be considered as the norm.

The council will have a clearer understanding of its portfolio of external service offerings, and understand not only which ones offer a greater return than others, but also what changes are needed to address any shortcomings.

Scope and objectives

The Commercialisation Strategy makes it clear that the commercialisation approach is to be open to all service delivery options, and is intended to encompass all service areas (or elements of service areas) within the council.

Key objectives of the Commercialisation Strategy are to:

- Deliver a financial return and contribution in order to invest in services we have to run where we cannot recover adequate or any income, or to invest in new projects;
- Help enable non-statutory services to at least cover all their costs including overheads (and potential opportunity cost) in order to reduce risk of closure and be profit generating where possible;
- Actively engaging in market development and market shaping where no such market currently exists and using insight to manage specification and demand;
- Attract alternative investment models to support service delivery e.g. through social investment;
- Invest and use our financial strengths to deliver a financial return;
- Ensure that outcomes in the local community are delivered on a sustainable basis;
- Strengthen our reputation with residents, local businesses, the local government sector, staff, other customers, partners, and stakeholders in general;
- Become a services provider to new and existing customers both from within the local authority environment and beyond, particularly where we are uniquely placed to do so;
- Use the commercial knowledge acquired through this programme to gain a competitive advantage.

Update since Cabinet in June 2015

There were a number of projects that were included in the Commercialisation Strategy that was presented in June. These were at various stages of implementation; some were very early-stage concepts, and some had already begun drafting detailed business cases.

Updates on each of these are presented below. Where contributions have already been captured in the MTFS Feb 2015, these have been referenced individually. Any further financial contribution will be available in the draft budget Dec 2015.

1. Legal Service Expansion – HB Public Law has expanded to include Hounslow and Aylesbury Vale with further expansion opportunities continuing to be explored. Harrow's Director of Legal & Governance Services is also Legal Director of Buckinghamshire County Council.

£576k included in MTFS Feb 2015.

2. Recruitment Agency – An initial feasibility study into launching a recruitment agency suggested such an agency is viable, however further detailed work is being done on this at present.
3. Website Commercialisation – There are two streams to this project: Advertising on website assets and introduction of national and local deals. Advertising banners have gone live on harrow.gov.uk and the intranet, delivering £40k per annum. Advertising and sponsorship opportunities on a range of other council assets via the Lambeth Communications contract is being looked into.

£100k included in MTFS early savings July 2015 Cabinet.

4. Investment Portfolio – The Treasury Management Strategy is being reviewed to look at opportunities to achieve a higher rate of return from the council's cash reserves and borrowing capability. Commercial property is one of the asset classes being considered. Peer support has been sought from Luton Borough Council via the LGA.
5. Procurement Services – Similar to the expansion of the Legal Practice, a shared service with other authorities is being actively explored. The council's Director of Commercial, Contracts and Procurement is now also the Head of Procurement for Brent.

£402k included in MTFS Feb 2015.

6. Lettings Agency – Cabinet has approved a business case to launch a lettings agency.
7. Sexual Health Commissioning – Investigations are continuing with other boroughs on whether Harrow can lead on the commissioning of sexual health services.

8. My Community ePurse – An initial strategic outline case has been completed which is due to go before commissioning panels this month.
9. Construction Delivery Unit – A feasibility study is in progress which will address how the council's activities in construction delivery across a number of departments can be joined up for greater efficiency and if there is potential to sell such a service in the future.
10. Private Rented Sector Housing – As part of the regeneration plans, the council is looking at building homes which could then be rented to private tenants.

£2m included in MTFS Feb 2015.

11. Harrow School Improvement Partnership – HSIP is already providing a service to Brent. The opportunity to expand the service to other councils is being looked into.
12. Trade Waste – Now part of a broader Project Phoenix which has been launched to members and staff.

Further opportunities that have started to be looked at since Cabinet in June are:

1. Helpline – A feasibility study has been commissioned to consider whether Helpline services can be provided to other councils.
2. Property Purchase Initiative (100 homes) – Purchasing up to 100 properties to increase the supply of good quality temporary accommodation and mitigate homelessness costs.

To support these and other upcoming opportunities, the council is in the process of setting up its own trading companies. In addition, certain services or assets can be more effectively held and commercially operated through a wholly owned LLP.

Using appropriate legal and tax advice, the following corporate structure was agreed by Cabinet in July.

Hold Co

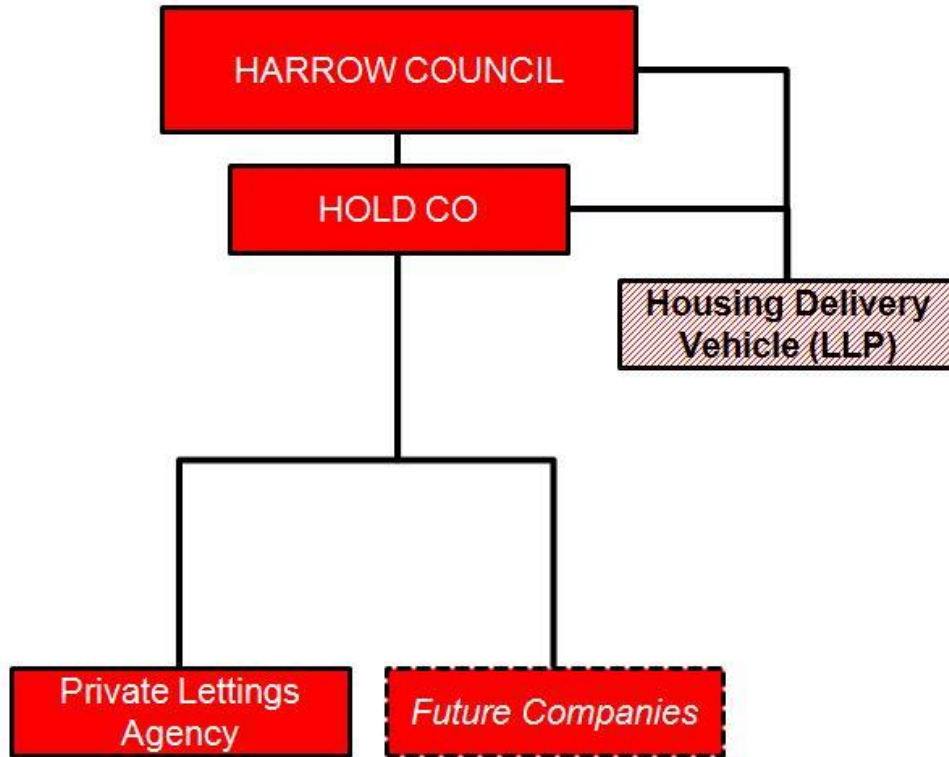
The purpose of Hold Co is to allow for the financial grouping of the different companies. It is not intended for Hold Co to have any operational role to play at this time. It is proposed that Hold Co has a small board of 3 directors who will be officers of the council.

Private Lettings Agency (PLA)

PLA is intended to be the vehicle to deliver the Harrow Lettings Agency project though its scope could be extended in the future, given its standing as a trading company. Any change of scope will be subject to Cabinet approval (as expressed in the reserved matters within its shareholder agreement).

Housing Delivery Vehicle (HDV)

HDV is intended to be the vehicle to own and deliver the Property Purchase Initiative project and may in the future be the ownership vehicle for Private Rented Sector housing. The proposal, following independent advice, is to create this as a Limited Liability Partnership, owned by the council and Hold Co.



The council continues to explore and evaluate other potential commercial opportunities and decisions to progress these will be brought to Cabinet as appropriate. These opportunities may require the creation of additional trading vehicles in the future or they may be able to trade through the vehicles that were agreed in July. The structure adopted has been evaluated on the basis of it being able to support the council's future ambitions as well as current opportunities.

Separate business cases are being drafted to support the set up of these trading companies. In addition to the business cases, annual business plans are also required from each company against which progress will be reviewed on a quarterly basis.

Programme activities

Pricing – a review of the council's subsidy position on fees and charges is in progress. Internal discussions have taken place to challenge where costs are not being recovered and to ensure options for doing so are being explored.

Contract specifications – The council's standard terms and conditions have been revised to include stronger provisions for continuous improvement. A

new Commissioning & Commercial Board has been established, where senior council officers across all service areas will challenge and scrutinise new contract proposals. The contracts register is being regularly reviewed and revisions to specifications are now built in to a *business as usual* approach.

Commercial awareness training – Training options have been reviewed and the council is expected to begin delivery later this year.

Capability and culture review – Consultations with managers has been concluded and a coordinated plan is in development (led by OD) to address this feedback and ensure the council is effectively set up to be more commercial.

Financial Implications

Based on the council's current pipeline of opportunities, it is expected that the Commercialisation Strategy will deliver £5m of benefit. Some of this is already captured in the MTFs, as commercialisation initiatives are helping directorates deliver their income/savings targets. Further financial contributions will be made available in the draft budget in December 2015.

Performance Issues

There are no performance issues associated with this report.

Environmental Impact

There is no environmental impact associated with this report.

Risk Management Implications

The council is facing significant funding gaps over the coming years and therefore adopting the Commercialisation Strategy is a necessary step to begin to make positive contributions to the MTFs. There is a greater risk of the council not pursuing this approach.

A separate risk register is being maintained, however, it is expected that each initiative will begin maintaining its own risk register once it passes a feasibility stage.

For any initiatives requiring substantive funding or resources, initiative owners will be required to carry out suitable feasibility studies and put together business cases where appropriate, before any significant investments are made.

The council's budgets in future years will increasingly see highly valued local outcomes being deliverable and affordable and linked to the success of its commercial operations. There is ample evidence that this is the direction of the local government sector. The success of the council in supporting and benefiting from its commercial activities will be key to the continuing delivery of local services.

Equalities implications

An Equality Impact Assessment was carried out and identified no direct equalities impacts arising from the decisions within this report.

Council Priorities

The Commercialisation Strategy supports the council's priorities by:

- Enabling Harrow Council to offset the significant funding gaps being experienced through Government cuts.
- Becoming more commercially-focused in all areas of the commissioning cycle to help sustain priority outcomes in the local community.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the* Director of Finance
Date: 02/09/15		

Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 02/09/15		

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

Contact: Anand Pajpani, Commercial Business Partner, 020 8424 1039

Background Papers: Commercialisation Strategy 2015-2018

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Commercialisation Strategy 2015-2018 Harrow Council

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1 Commercialisation in Context

Overview

This document outlines Harrow Council's approach to commercialisation.

There have been some excellent examples within Harrow Council of cost saving initiatives being successfully carried out, such as re-commissioning services, re-letting contracts, re-negotiating arrangements, and reviewing specifications. Whilst excellent progress has been made, there is also recognition that these measures alone will not be enough to meet the significant funding pressures we are seeing.

The Commercialisation Strategy aims to put in place measures designed to offset the substantial cuts that Harrow has experienced and further envisages in the coming years.

Harrow Council's Commercialisation Strategy aims to take a broad view of commercialisation, to include all aspects of service reviews and redesign, the commissioning cycle, shared services, multi-borough joined-up services, new opportunities for revenue generation, and pricing.

Commercialisation Strategy Drivers

The following key drivers have informed the development of this strategy:

- The Council still needs to make significant income to offset the cuts that are due through to 2019 ;
- Our financial position is forcing us to look more commercially at our methods of service delivery;
- The Council has an ambition to be more commercial, both within Harrow and also across the sector;
- Early successes in commercialisation activities at Harrow, e.g. in shared services, have built confidence;
- Commercialisation successes across the sector (see appendix A) have further built confidence;
- There is more interest in inter-Council arrangements from other Councils as financial pressures mount.

Commercialisation Vision

“ Our vision is for Harrow Council to become an innovative and entrepreneurial authority that continuously drives positive annual contributions by generating extra revenue and delivering cost reductions through trading and business improvement. Through this we will put local services into a more sustainable footing to support local people as well as raising money to invest in our priority outcomes ”

There will increasingly be a culture of services actively looking for additional opportunities without losing focus upon their existing customer base and the quality of service delivery. Services will strive to be fit to compete and fit to market, even if they do not currently provide services externally, and services making positive financial contributions shall increasingly be considered as the norm.

Our staff will be involved in actively seeking out potential for reviewing services, and will have a reputation for being aware, willing, and able.

We will have an understanding of our abilities, knowing what we can deliver and what we cannot, supported with a clear understanding of where it is desirable to be able to increase our capabilities and where we do not wish to. We will have an understanding of our portfolio of external service offerings, and understand not only which ones offer a greater return than others, but also what our approach needs to be going forward to address this.

Principles & boundaries of commercialisation at Harrow Council

Commercialisation for Harrow Council has been defined as encompassing the following areas:

- Shared services;
- Investments;
- Selling services;
- Pricing analysis;
- Fitness of traded services;
- Consideration of concessions;
- Better contract management;
- Continuous improvement in procurement.

This strategy advocates that the commercialisation approach is open to all services (or elements of services). The approach initially is to pick a small number of key opportunities. This approach enables us to ensure organisational learning is built up, processes are refined, and projects can be resourced without the need for extensive support.

The principles of commercialisation include:

- Open to all options for service delivery;
- Willingness to take risks – some ideas may fail;
- Honesty about current performance – not all current traded services are market ready;
- Preparedness to invest now for a return in the future;
- A requirement for concessions to be carefully considered.

Links to other Harrow Council strategies and policies

In devising the Commercialisation Strategy we have been mindful of the need for it to align with and complement other key documents that contribute towards the overall success of Harrow Council. In particular, this strategy has been aligned to:

- Harrow Council Corporate Plan 2015-2019;
- Medium Term Financial Strategy 2015/16 to 2018/19;
- Harrow Council Core Strategy 2012;
- Harrow Council Commercial and Procurement Strategy 2014.

2 Key aims & objectives

The overarching aims of the strategy are to deliver a financial return which contributes to the council spending plans and to help sustain priority outcomes in the local community.

This will entail developing a programme of work that includes a process for identifying potential opportunities, applies methodologies to further develop those opportunities, has a structure in place to ensure those fledgling opportunities are nurtured and supported, and has the resources to successfully deliver the aim of the strategy.

It is also key to develop clearer commissioning intentions and medium term delivery strategies across all major service areas, e.g. by making decisions around multi-borough join up, seeking more innovative approaches to delivery, challenging existing approaches and set a picture of what the Council will look like in 2020;

Some further objectives will be to:

- Deliver a financial return and contribution in order to invest in services we have to run where we cannot recover adequate or any income, or to invest in new projects;
- Help enable non-statutory services to at least cover all their costs including overheads (and potential opportunity cost) in order to reduce risk of closure and be profit generating where possible;
- Actively engaging in market development and market shaping where no such market currently exists and using insight to manage specification and demand;
- Attract alternative investment models to support service delivery e.g. through social investment;
- Invest and use our financial strengths to deliver a financial return;
- Ensure that outcomes in the local community are delivered on a sustainable basis;
- Strengthen our reputation with residents, local businesses, the Local Government sector, staff, other customers, partners, and stakeholders in general;
- Become a services provider to new and existing customers both from within the local authority environment and beyond, particularly where we are uniquely placed to do so;
- Use the commercial knowledge acquired through this programme to gain a competitive advantage.

3 Creating the right environment

Careful consideration will be given to creating the right environment within the organisation to nurture innovative ideas and develop them into robust project proposals. This will involve the following activities:

- Undertaking a culture and capability review;
- Designing a communications campaign to draw in ideas from staff and generate new ideas;
- Producing a framework for development of new propositions;
- Capturing lessons learned as and when encountered;
- Adopting a project management approach for the implementation of the programme;
- Ensuring new proposals have the right support from the Commercial team and necessary stakeholders.

4 Benefits

Taking the approach outlined within this strategy is believed to be the most appropriate for Harrow Council as it offers a number of key benefits, many of which have already been covered elsewhere within this strategy, including:

- Providing a real, tangible opportunity to make a contribution to the Medium Term Financial Strategy;
- Staff development – new skills will be acquired and can be transferred to other opportunities internally;
- Taking an approach of raising standards and generating revenue at the same time;
- Helping to provide a competitive advantage in key markets;
- Giving Harrow Council an enhanced reputation as a leading-edge authority in this sphere;
- Transforming the organisation into an innovative workplace;
- Bringing benefits to the local economy;
- Ensuring the sustainability of non-statutory services that would otherwise be stopped due to lack of funding.

Alternative options considered

Doing nothing was not an option given the scale of cuts to funding we are experiencing and we are expecting in the coming years.

The council has an option to consider tendering further services to make savings, but savings from procurements alone will not be sufficient to bridge the funding gap.

The council has an option to consider further collaborative efforts but as above, savings from collaborative activities alone will not be enough.

5 Priority opportunities

The Council is already exploring a number of priority commercial opportunities. These will be developed and assessed during 2015/16 and decisions to go ahead brought to Cabinet if appropriate. There is an ongoing area of work to identify new opportunities and so this list will change during the year. However, current priorities are as follows:

1. Legal Service Expansion – Following the successful creation of HB Public Law with Harrow and Barnet Councils, work continues to expand the Legal Practice. An alternative business structure (ABS) was set up in 2014 to enable service to be sold to the private sector. The Council is developing a proposal to include Hounslow in the shared service and the Director Legal and Governance Services is currently shared with Buckinghamshire County Council. The Council will continue to explore opportunities for expanding HB Public Law.
2. Recruitment Agency - The Council spends approximately £20m per year and agency staff, who currently make up over 20% of the Council's head count. A feasibility study has been undertaken to look at the possibility and setting up an in house recruitment agency. Work has now progressed to the development of a business case and conclusions will be reported to Cabinet in the autumn.
3. Website Commercialisation – The Council through its new communications contract is looking to increase the volume of income from advertising and sponsorship, in particular through the website. Opportunities are also being explored to promote national and local deals.
4. Investment Portfolio – The Treasury Management Strategy will be reviewed to look at opportunities to achieve a higher rate of return from the Council's investments. Opportunities for investing a portfolio of commercial property will also be explored as well as other potential investment opportunities such as energy generation.
5. Procurement Services – Similar to the expansion of the Legal Practice, the Council is exploring sharing Procurement services with other Councils in order to share expertise and contribute to overheads.
6. Lettings Agency – The Council has completed a feasibility study to look at the launch of a lettings agency to provide a service to local landlords and to future Council owned housing stock. The proposal to go ahead with this proposition is also presented to June Cabinet.
7. Sexual Health Commissioning – The Council is working with boroughs across London to explore the opportunity for leading a pan London service for the commissioning and management of sexual health services.

8. My Community ePurse – Harrow has developed market leading technology in My Community ePurse as well as industry leading standards of personalisation in Adults Care Services. The Council is exploring the potential to market this capability to other councils.
9. Construction Delivery Unit – Although at a very early stage of development the opportunity to set up a Construction Delivery Unit is being looked at given the volume of construction activity underway and planned across the borough.
10. Private Rented Sector Housing – Significant regeneration is being planned across the Heart of Harrow and this development will include the building of Private Rented Sector Housing across a number of sites. This would provide a long term, source of revenue to the Council.
11. Harrow School Improvement Partnership – The Council runs a very successful School Improvement Partnership which is already providing services to other boroughs. The opportunity to expand the service to other councils is being looked into.
12. Trade Waste – Trade waste services are already provided across the borough and there is an opportunity to win back lost market share within the borough to bring income into the Council.

6 Organisation wide activity

In view of the potential opportunities, our intention is to move at pace with the implementation of this strategy. The programme to support this, together with key dates, is detailed on the next page. Three of these activities are expanded on below.

Pricing review

This activity will review our current subsidy position across all non-statutory services that we charge for to ascertain whether it warrants amendments to our pricing if full cost recovery is the agreed goal.

Trading vehicle

We are at an advanced stage of investigating the possibility and ramifications of establishing a trading vehicle to support the delivery of new revenue streams. A recommended company structure is expected to be brought to Cabinet in July 2015.

Culture and capability review

A review of the Council's culture and workforce to determine whether a new governance approach and mind-set shift is required to achieve the maximum benefits from a Council-wide commercialisation programme. Training, objective setting, revision of job descriptions, and resources are some of the measures being considered within this activity.

Programme Timescales – Year 1 Timetable

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Date	Activity	Description
Ongoing, commencing April 2015	Proposition Development	Develop high level business cases / feasibility studies for priority opportunities.
July 2015	Pricing	<p>Initial review of subsidy position.</p> <p>Review income vs cost position across major traded services.</p> <p>Amendments if required to our pricing policy.</p> <p>Plans to be developed to move to full cost recovery or profitability on all traded non statutory services with quantification of financial impact.</p>
July 2015 onwards	Contract Specifications	<p>Revisit high value opportunities for challenging specification levels on major contracts – especially in light of work on what Council will look like in 4yrs time.</p> <p>As part of the Re-commissioning work stream (below), each directorate, by division, to look at which of their contracts could be amended to contribute towards the Strategy.</p>
July 2015	Commercial Awareness Training	Investigate training options and pricing.

July 2015	New Propositions	Develop a framework and campaign for development of new propositions in order to create a short list of new opportunities.
July 2015	Selling Current	Identify priority services that are traded where a business improvement methodology (e.g. Canvas) could be used to develop stronger commercial performance (Amateur to Professional to Commercially Fit) in order to expand market share and improve trading performance.
July 2015	Trading Vehicle	Establish a trading vehicle for new revenue streams and agree as part of Cabinet / Council decision making.
September 2015	Capability & Culture Review	Review our current culture and approach using the framework identified to identify how effectively we are set up to be more commercial.
October 2015	Re-commissioning	Aim for all major services areas to have conducted a commissioning / service review, along side the budget process for a view of what the service will look like by 2020. Each directorate, by division, to report on how they will contribute towards the Commercialisation Strategy, by taking full account of in-house skills, knowledge, contracts and assets (i.e. buildings, land, etc.).
October 2015	Grants and Bidding	Review opportunities to bid for external funding.

7 Appendix A: Summary of case studies

Basingstoke Council – Have a commercial property portfolio which delivers an income. A proportion of its portfolio is on long leases. They are not expanding the portfolio and have owned it for many years. Identifying commercial partners to re-develop a major business park and leisure park. Have earmarked further money to invest and looking for competitive return. Early look at PRS but must be balanced with affordable housing.

Oxford City Council – Employ a large manual workforce and are actively in the markets of transport, grounds maintenance, construction and highways providing services to other local organisations, institutions and residents. Achieving an income stream that makes a contribution to overheads.

Cherwell Council – Set up a confederated model across 3 councils to separate who delivers what and to identify what to put under separate vehicles, following a series of service reviews. Have created a I-Lab incubation unit to identify what new services they could sell and to help them prepare business plans and launch.

Luton Borough Council – Single trading company selling a range of Council services including safeguarding training, road planning etc. Directors comprised of Council officers. Trading Building Technical Services as a trading account within Council. Luton Trading Services also operates as a trading account and provides debt collection to other LAs.

Runnymede – A loan from the Public Works Loan Board secured for the regeneration of Addlestone Town Centre (previously been debt-free). The scheme includes a multi storey car park, hotel, cinema complex, 24 hour gym, small supermarket and numerous food and beverage outlets. The development also provides homes, some of which will be rented at affordable rents or shared ownership (part rent, part buy). Contributes to the regeneration of the town centre and also a significant source of income for the Council.

Aylesbury Vale – Have developed new business models for how their services will be delivered using a ‘business canvas’ planning tool. Aim is for services to come as close as possible to cost neutral by focusing on both cost (service design) and income.

LB Camden – Let a contract with a number of other Councils for the letting of a Wireless Concession Contract. Users get 30 mins free access every day for each device the use. Helps provide businesses with free access and also encourages visitor numbers and local trade. *Approach has been replicated in Harrow.*

Peterborough City Council – Have launched a series of energy schemes to generate renewable energy and reduce energy consumption. Energy performance contract set up with Honeywell Solutions delivering guaranteed energy efficiency for non domestic properties. A separate partnership with British Gas will also invest in reducing energy consumption across many homes.

Eastleigh Borough Council – They have actively been pursuing the acquisition of a range of property assets which generate a high investment yield. By 2015, expenditure will have increased and includes a range of assets. Council owned assets have risen considerably.

Cheshire East – Has established a set of companies to trade with the local Council and to identify potential new clients. A charitable trust has been set up to deliver leisure services and 900 staff have been transferred including staff in a range of back office / support functions. Also examining a range of energy projects in partnership with registered housing providers.

Wychavon - Also investing recently in commercial property. Recent investment in development of a new supermarket which delivers a competitive rate of return. Investment can only be in the District.

Portsmouth – Launched a new Income Generation work stream to develop ideas from across the council. Most lucrative opportunities have been from advertising and sponsorship.

Braintree – Three work streams to improve commercialisation: ‘Better at Business’, ‘Investment Strategy’, and ‘Economic Development’. Investment in commercial property, in equity and property funds, housing and solar schemes. Commercial premises reserve. Winning back market share in e.g. trade waste.

Author: Anand Pajpani
Next review date: June 2018

REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting:	16 September 2015
Subject:	Draft scope for Scrutiny Reviews of Community Involvement in Parks and Social & Community Infrastructure
Responsible Officer:	Alex Dewsnap, Divisional Director, Strategic Commissioning
Scrutiny Lead Member area:	Environment & Enterprise: Policy Lead – Councillor Jeff Anderson Performance Lead – Councillor Ameet Jogia
Exempt:	No
Wards affected:	All
Enclosures:	Draft scope for Scrutiny Review of Community Involvement in Parks Draft Scope for Scrutiny of Social and Community Infrastructure

Section 1 – Summary and Recommendations

This report sets out the draft scope for two scrutiny reviews from the Environment and Enterprise Scrutiny Leads covering community involvement in parks and Social and Community Infrastructure.

Recommendations:

The Overview and Scrutiny Committee is asked to:

- Consider and agree the scopes for the reviews.
- Provide a steer to any further membership and chairing arrangements for the reviews.
- Agree upon the timing of the scrutiny reviews.

Section 2 – Report

The Scrutiny Leadership Group asked that a scrutiny review of community involvement in parks and of social and community infrastructure form part of the scrutiny work programme for 2015/2016.

The attached draft scopes for these two reviews have been pulled together with input from officers and scrutiny councillors who have already indicated an interest in taking part in this review. The draft scope for the community involvement in parks review suggests that it will consider current levels of community involvement in Harrow's parks and the schemes in operation to encourage more residents to be actively involved or volunteer in their local parks. Community usage of parks will be examined in terms of sports groups, access to grant funding, community lettings and events. The wider impact of parks in relation to community cohesion, public health and social benefits will be considered.

In inputting into the development of the next open spaces and parks strategy for 2016 onwards, this review will in particular look at the plans contained within Project Phoenix and the commercialisation strategy for parks.

The draft scope for the Social and Community Infrastructure review is suggesting it focusses on examining the factors that contribute to new residential developments, taking place within the Heart of Harrow as part of the Councils Regeneration plans, becoming communities and help existing communities accept and integrate with new residents and vice versa. It will explore the contribution that can be made by the Council and community and voluntary sector organisations to develop community benefits such as cohesion, self help, volunteering, neighbourliness and mutual support; and recommend initiatives that could facilitate community development in the Heart of Harrow.

Chairing arrangements for the reviews are yet to be determined. Both reviews should be concluded by the end of the municipal year it is proposed that this review and that on social and community infrastructure do not run concurrently given the overlap in Councillor Membership and the officer resources requested from the same directorate. It is therefore suggested that the social and community infrastructure review is undertaken first, running from September until December and reporting to O&S in January and the Community involvement in parks review starts in January and runs until March, reporting to O&S in April.

Financial Implications

The costs of delivering this project will be met from within existing resources.

Performance Issues

There is no specific performance issues associated with this report.

Environmental Impact

There is no specific environmental impact associated with this report.

Risk Management Implications

There are none specific to this report.

Equalities Implications

The review will consider during the course of its work, how equality implications have been taken into account in current policy and practice and consider the possible implications of any changes it recommends.

Council Priorities

- Making a difference for communities

Section 3 - Statutory Officer Clearance

Statutory clearances not required.

Ward Councillors notified:	N/A
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Section 4 - Contact Details and Background Papers

Contact:

Nahreen Matlib, Senior Policy Officer, 020 8420 9204

Mohammed Ilyas, Policy Officer, 020 8424 1322

Background Papers:

- Scope for the Scrutiny Review of Community Involvement in Parks
- Scope for the Scrutiny Review of Social and Community Infrastructure

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OVERVIEW AND SCRUTINY COMMITTEE

SEPTEMBER 2015

REVIEW OF COMMUNITY INVOLVEMENT IN PARKS - DRAFT SCOPE

VERSION HISTORY:

- Version 1 – 27 July 2015 (NM)
- Version 2 – 17 August (NM/DC)
- Version 3 – 1 September (Cllrs)

1	SUBJECT	Community involvement in parks
2	COMMITTEE	Overview & Scrutiny Committee
3	REVIEW GROUP	<p>Councillors: Councillor Richard Almond (C) Councillor Jeff Anderson (L) Councillor Kam Chana (C) Councillor Susan Hall (C) Councillor Ameet Jogia (C) Councillor Jean Lammiman (C) Councillor Norman Stevenson (C) Councillor Christine Robson (L)</p> <p>Additional councillors tbc</p> <p>Co-optees:</p> <ul style="list-style-type: none"> • Tbc
4	AIMS/ OBJECTIVES/ OUTCOMES	<ul style="list-style-type: none"> • To examine the current levels of community involvement in Harrow's parks and benchmark against parks in neighbouring boroughs. • To develop an understanding of what residents want from their local parks. • To explore innovative practices in the delivery of park services by other councils and other initiatives demonstrating community involvement and volunteering in parks. • To identify ways in which Harrow Council can best deliver 21st century parks for residents. • To inform the development of Harrow's parks and open spaces strategy 2016-19. • To develop the park users' forum so it is inclusive and representative of all park users across Harrow. • To inform the progress of Project Phoenix and the

		commercialisation strategy for parks.
5	MEASURES OF SUCCESS OF REVIEW	<ul style="list-style-type: none"> • Increasing community involvement in Harrow's parks. • Informing the future development of Harrow's parks so that they best meets the needs of residents. • Increasing the revenue generated in Harrow parks, to ensure their longer term commercial/financial sustainability and robust business models.
6	SCOPE	<p>This review will consider current levels of community involvement in Harrow's parks and the schemes in operation to encourage more residents to be actively involved or volunteer in their local parks.</p> <p>Community usage of parks will be examined in terms of sports groups, access to grant funding, community lettings and events. The wider impact of parks in relation to community cohesion, public health and social benefits will be considered.</p> <p>In inputting into the development of the next open spaces and parks strategy for 2016 onwards, this review will in particular look at the plans contained within Project Phoenix and the commercialisation strategy for parks.</p>
7	SERVICE PRIORITIES (Corporate/Dept)	<p>This review relates in particular to the Corporate Priorities 2015/16 of:</p> <ul style="list-style-type: none"> • Making a difference for communities
8	REVIEW SPONSOR	Venetia Reid-Baptiste, Divisional Director Commissioning Services
9	ACCOUNTABLE MANAGER	Rachel Gapp, Head of Policy
10	SUPPORT OFFICER	Mohammed Ilyas, Policy Officer Nahreen Matlib, Senior Policy Officer
11	ADMINISTRATIVE SUPPORT	Business Support Service / Policy Team
12	EXTERNAL INPUT	<p>The input of the following may be useful for the review:</p> <p>Stakeholders:</p> <ul style="list-style-type: none"> • Relevant corporate/divisional director(s)/service managers • Relevant portfolio holder(s) • Residents <p>Partner agencies: Tbc</p> <p>Experts/advisers:</p> <ul style="list-style-type: none"> • Representative interest groups • Park users forum

13	METHODOLOGY	<p>This review will involve three phases:</p> <ol style="list-style-type: none"> 1. Desktop research – including gathering evidence from local and national studies around community involvement in parks, the results of any recent consultation on Harrow parks, performance data, other written/oral evidence from senior managers, ward councillors, residents and experts. This will inform the structure and lines of questioning for the next phase of the review. 2. a) Challenge sessions – to take evidence from key managers, relevant portfolio holders, parks user group/forum, residents. b) Visits to key Harrow parks that can demonstrate effective community involvement projects or have opportunities to develop them. 3. Writing up of final report and recommendations - for the approval of the Overview and Scrutiny Committee on the 19th April 2016 for onward transmission to Cabinet on either the 21st April or 24th May 2016.
14	EQUALITY IMPLICATIONS	<p>The review will consider during the course of its work, how equality implications have been taken into account in current policy and practice and consider the possible implications of any changes it recommends.</p> <p>In carrying out the review, the review group will also need to consider its own practices and how it can facilitate all relevant stakeholders in the borough to have their voices heard.</p>
15	ASSUMPTIONS/ CONSTRAINTS	<p>The success of the review will depend upon the ability and willingness of officers, partners and stakeholders to participate and contribute fully in this work.</p>
16	TIMESCALE	<p>Timescales for the review to be decided.</p>
17	RESOURCE COMMITMENTS	<p>To be met from existing Policy Team budget. No significant additional expenditure is anticipated.</p>
18	REPORT AUTHOR	<p>Mohammed Ilyas and Nahreen Matlib, as advised by the Review Group.</p>
19	REPORTING ARRANGEMENTS	<p>Outline of formal reporting process:</p> <ul style="list-style-type: none"> • The relevant Divisional Director (Venetia Reid-Baptiste) and portfolio holder (Councillor Graham Henson, Environment, Crime & Community Safety Portfolio Holder) will be invited to the review group meetings as appropriate. They will be consulted in the drafting of the final report and recommendations. • Report to Overview and Scrutiny Committee on the 19th April 2016. • Report to Cabinet on either the 21st April or 24th May 2016
20	FOLLOW UP ARRANGEMENTS	<p>Implementation of recommendations to be monitored by exception on a 6-monthly basis by the Performance and Finance</p>

	(proposals)	Scrutiny Sub-Committee.
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OVERVIEW AND SCRUTINY COMMITTEE

SEPTEMBER 2015

REVIEW OF SOCIAL AND COMMUNITY INFRASTRUCTURE - DRAFT SCOPE

VERSION HISTORY:

- Version 1 – 25th August 2015 (MH)
- Version 2 – 3rd September 2105 (MH)

1	SUBJECT	
2	COMMITTEE	Overview & Scrutiny Committee
3	REVIEW GROUP	<p>Councillors:</p> <p>Cllr Jeff Anderson (L) Cllr Ameet Jogia [C] Cllr Michael Borio (L) Cllr Marilyn Ashton [C] Cllr Barry Macleod-Cullinane [C] Cllr Kairul Kareema Marikar (L)</p> <p>Co-optees:</p> <ul style="list-style-type: none"> • Tbc
4	AIMS/ OBJECTIVES/ OUTCOMES	<ul style="list-style-type: none"> • To examine the factors that contribute to a new residential development becoming a community from examples across the country. • To examine the factors that help an existing community accept and integrate with new residents and vice versa from examples across the country • To explore in particular the contribution that can be made by the Council and community and voluntary sector organisations to develop less tangible community benefits such as cohesion, self help, volunteering, neighbourliness and mutual support. • To recommend initiatives that could facilitate community development in the Heart of Harrow.
5	MEASURES OF SUCCESS OF REVIEW	<ul style="list-style-type: none"> • Production of a menu of community infrastructure projects and initiatives, and their impact that have been introduced across the country that contributed to the success of major new residential development in terms of community cohesion both amongst new residents and between new and existing communities. • Recommendation of a specific package of measures for consideration in relation to the development of the Heart of

		<p>Harrow that can lead to:</p> <ul style="list-style-type: none"> ➤ Successful integration of new and existing communities; ➤ The diversity of people’s different backgrounds and circumstances being appreciated and positively valued; ➤ Those from different backgrounds having similar life opportunities; and ➤ Strong and positive relationships being developed between people in the area.
6	SCOPE	This review will consider the general “soft” infrastructure provision that helps community formation from new and expanded residential development and then identify specific provision that would be appropriate to the Heart of Harrow.
7	SERVICE PRIORITIES (Corporate/Dept)	<p>This review relates in particular to the Corporate Priorities 2015/16 of:</p> <ul style="list-style-type: none"> • Making a difference for communities
8	REVIEW SPONSOR	Paul Nicholls
9	ACCOUNTABLE MANAGER	Rachel Gapp, Head of Policy
10	SUPPORT OFFICER	Mike Howes, Senior Policy Officer
11	ADMINISTRATIVE SUPPORT	Business Support Service/Policy Team
12	EXTERNAL INPUT	<p>The input of the following may be useful for the review:</p> <p>Stakeholders:</p> <ul style="list-style-type: none"> • Relevant corporate/divisional director(s)/service managers • Relevant portfolio holder(s) • Residents <p>Partner agencies:</p> <p>Experts/advisers:</p> <ul style="list-style-type: none"> • Representative interest groups • Park users forum
13	METHODOLOGY	<p>This review will involve four phases:</p> <ol style="list-style-type: none"> 1. Desktop research – including gathering evidence from local and national studies around community cohesion and how to promote it, and recent experience in Harrow. This will inform the structure and lines of questioning for the next phase of the review. 2. Visits to examples of community development initiatives 3. Challenge sessions – to take evidence from experts, key managers, relevant portfolio holders, community groups, residents. 4. Writing up of final report and recommendations - for the

		approval of the Overview and Scrutiny Committee on 19 th January 2016, for onward transmission to Cabinet on 18 th February 2016.
14	EQUALITY IMPLICATIONS	<p>The review will consider during the course of its work, how equality implications have been taken into account in current policy and practice and consider the possible implications of any changes it recommends.</p> <p>In carrying out the review, the review group will also need to consider its own practices and how it can facilitate all relevant stakeholders in the borough to have their voices heard.</p>
15	ASSUMPTIONS/ CONSTRAINTS	The success of the review will depend upon the ability and willingness of officers, partners and stakeholders to participate and contribute fully in this work.
16	TIMESCALE	Timescales for the review to be decided.
17	RESOURCE COMMITMENTS	To be met from existing Policy Team budget. No significant additional expenditure is anticipated.
18	REPORT AUTHOR	Mike Howes, as advised by the Review Group.
19	REPORTING ARRANGEMENTS	<p>Outline of formal reporting process:</p> <ul style="list-style-type: none"> • The relevant Divisional Director and portfolio holder will be invited to the review group meetings as appropriate. They will be consulted in the drafting of the final report and recommendations. • Report to Overview and Scrutiny Committee, 19th January 2016. • Report to Cabinet, 18th February 2016
20	FOLLOW UP ARRANGEMENTS (proposals)	Implementation of recommendations to be monitored by exception on a 6-monthly basis by the Performance and Finance Scrutiny Sub-Committee.

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