

Overview and Scrutiny Committee

AGENDA

DATE: Tuesday 19 April 2016

TIME: 7.30 pm

VENUE: Committee Room 5,
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. Aneka Shah-Levy
2. Mrs Chika Amadi
3. Phillip O'Dell
4. Antonio Weiss
5. Jo Dooley

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

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

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 - 16)

That the minutes of the meeting held on 16 February 2016 be taken as read and signed as a correct record.

4. PUBLIC QUESTIONS *

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

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

[The deadline for receipt of public questions is 3.00 pm, Thursday 14th April 2016. 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. SCHOOL EXPANSION PROGRAMME (Pages 17 - 32)

Report of the Corporate Director, People Services.

8. COMMUNITY SAFETY STRATEGY (Pages 33 - 90)

Report of the Divisional Director, Strategic Commissioning.

9. EQUALITIES VISION AND OBJECTIVES (Pages 91 - 104)

Report of the Corporate Director of Resources and Commercial.

10. SCRUTINY ANNUAL REPORT 2015-16 (Pages 105 - 128)

Report of the Divisional Director, Strategic Commissioning.

11. ANY OTHER BUSINESS

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

AGENDA - PART II - NIL

*** DATA PROTECTION ACT NOTICE**

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

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

Deadline for questions	3.00 pm on Thursday 14 April 2016
------------------------	--------------------------------------

This page is intentionally left blank

OVERVIEW AND SCRUTINY COMMITTEE MINUTES

16 FEBRUARY 2016

Chair: * Councillor Jerry Miles

Councillors:

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

Voting Co-opted: (Voluntary Aided) (Parent Governors)

Mrs J Rammelt
Reverend P Reece

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

* Denotes Member present

133. Attendance by Reserve Members

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

134. Declarations of Interest

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

135. Minutes

RESOLVED: That

- (i) the minutes of the meeting held on 17 November 2015 be taken as read and signed as a correct record subject to the following amendment:

Page 103, 2 bullet point the word 'organisation' be amended to read 'muslim organisation'.

- (ii) The minutes of the special meeting held on 26 January 2016 be taken as read and signed as a correct record.

136. Public Questions and Petitions

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

137. References from Council/Cabinet

There were none.

RECOMMENDED ITEMS

138. Events Policy

The Chair introduced the report and explained that the draft Event Policy had been considered by the Committee at its meeting on 17 November 2015. The Committee had asked for it to be re-presented at this meeting following the conclusion of the public consultation on the policy so that the final version to be presented to Cabinet could be considered.

The Portfolio Holder for Environment, Crime and Community Safety presented the report and made the following points:

- prior to the development of this Policy, the way that organisations could apply to the Council to run an event in the borough was co-ordinated in a haphazard manner;
- the way in which events were applied for were dependent on which officer within the Council dealt with the matter and there was no policy and no guidance;
- Parks and Open spaces were valuable assets for the Council and it was important that these were maintained appropriately;
- as a result the Council has now drafted a Policy with clear guidance and which set out the Council's aims and objectives;

- the purpose of the Policy was to empower local communities and organisations to manage events, ensure that they were aware of their responsibilities and encouraged others to run similar events in the borough;
- the draft Policy went out for public consultation in November 2015 and various changes were made to the policy as a result of the responses received to the public consultation.

The Environmental Services Manager – Community Engagement then addressed the Committee and set out various issues in relation to the consultation responses including:

- there had been approximately 180 to 190 responses to the public consultation;
- 16% of the respondents had been from park user groups and 11% from other organisations. 52% of the total respondents agreed that the Policy was required and necessary;
- the timescale for applications to be made under the Policy had been reduced as a result of the consultation responses;
- in relation to application fees, 69% of respondents felt that there should be no fee for park friends groups and £20 was an appropriate fee for small charity events;
- the feedback had been considered and as a result it had been proposed that the application fee be changed to £50 and a concession of 80% be applied for events held by community organisations, schools, places of worship and registered charities;
- as part of the feedback the Council had also proposed that hire charges for small events should be £400, for medium size events £700 and for large size events £1,700;
- the forms to be used under the Policy had been simplified to make them more user friendly as a result of the feedback received;
- as a result of the consultation and as a result of the Council's commitment to local groups there was no charge for specific civic events including Remembrance Sunday and religious events;
- it was important to note that the Council as a result of the Social Value Policy, a community fund had been established which volunteer groups could apply for which could be used to pay for charges under the Events Policy. These groups had to demonstrate that the funds would add community value;
- the Policy would play a key role in informing event organisers of their legal duties and responsibilities so that no residents were put at risk.

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

- it had to be recognised that there were events such as the French Markets in Stanmore, which whilst not being a charitable event, provided a great community benefit and assisted local traders. How was this taken into account?

The person who ran the French Market did so as a commercial venture and made enough profit to cover commercial rates so it was not envisaged that this would cause an issue. Because the event was run in partnership with local traders as a community event, all relevant road closures were done free of charge.

- A Jewish Festival regularly held in Stanmore provided a huge community benefit. However if it was subject to the full charges it would not be able to run. Would this event incur any charges?

This would be classed as a religious event and would be provided concessions for the charges. The idea of the Policy was to put a robust process in place so that everyone knew what was happening. So if other departments or partners such as the Police needed to be aware of the event, the Council could advise them in a co-ordinated manner. Any costs involved would simply cover the costs of the Council in performing the tasks.

- It was important to recognise that the Policy had to be sensitive to the needs of local communities.

A sensitive approach was at the heart of the Policy and where fees could be waived they would be, if appropriate. The Community Fund could also help organisations with any costs that they may incur and it ensured that they were aware of all relevant facts before holding an event.

- How would the Policy ensure that parks and open space would not suffer from any permanent damage?

Prior to the introduction of the Policy, the problem that was occurring was that events were taking place without the Council's knowledge. The Policy enabled the Council to consider issues such as the frequency of use of parks and open spaces and introduce relevant stipulations to protect them if necessary. Additionally large size events required deposits to be paid. The Council could keep hold of these deposits if reparation work was required.

- How could the Council monitor the number of people attending any one event?

The numbers provided by event organisers would be a guesstimate which the Council would consider carefully. For large events where safety was important, such as Bonfire Night, the Council would only allow a maximum number of entrants.

- How would insurance work in relation to events held?

Insurance would be the responsibility of the event organisers as they would be personally liable if they did not have this in place.

- Were there any issues with events being advertised on private land, an estate agent's board for example?

As far as the Council were aware there were no issues with advertising events on private land.

- Would organisations such as the Harrow Youth Parliament be able to draw on the Community Fund if it wished to hold events?

For an organisation to apply for funding it would need to have an appropriate governance structure in place along with a mission statement which had benefit for the borough. It was expected that the Harrow Youth Parliament would fulfill these requirements so potentially could apply for it.

- Whilst the Policy had improved since it was presented to the last Committee meeting in November 2015, there were still concerns regarding it. The Policy had provided no information on baseline figures so an analysis could take place on the effectiveness of the Policy. Additionally no financial implications had been reported so it was difficult to assess how much money the Council could make or lose as a result of the implementation of the Policy.

The application fee that would be charged would cover the basic administration costs, which had been streamlined. It was difficult for the Council to get baseline figures as there had been no co-ordination if how events in the borough had been managed in the past and no record of how many events had taken place.

The Council would also look to attract appropriate commercial events into the borough as a source of income generation.

- There were concerns that terms had not been defined properly in the Policy. For example no definition had been provided of the term Civic Service and the term Community Events. There were also concerns that the Labour Manifesto had been referenced in the Policy.

These suggested changes would be looked into.

- In relation to Community Events the Policy states that discounts will only be offered where all monies gained through entry charges, trader's

fees, caterer's fees and any other means go directly to benefiting the community or a non-executive community organisation. The use of the word 'all' was too encompassing.

This was a fair point and would be considered.

- In relation to the Event Size stipulated by the Policy, it was important to recognise that by calculating the numbers attending per day could cause significant increases in charges for events where there may be no more than 100 people attending at any one point, but by the end of the day have several hundred people attending.

This was also a fair comment and would also be considered.

- The changes made by the Policy were welcomed. The Application Fees for local charities had been set at £10 (with the application of concessions) whereas responded had stated that they were happy with paying £20. What was the reason for the difference?

The reason for the difference was so that consistency could be applied for local charities, community organisations, schools and places of worship.

- How would the Council deal with events proposed that could be inappropriate for the borough? A clear criteria and fair process was required.

Ultimately all proposed events would be considered carefully. If it was believed that an event could be inappropriate there would be the necessary liaison with the relevant Portfolio Holder, Directors and if necessary the Police.

- Could more information be provided on whether weddings could take place in public parks?

The issue of whether a wedding could take place in a public park was very much site specific. Some parks could accommodate marquees. Any application would be considered carefully.

- When would the Policy be reviewed?

It was expected that the policy would be reviewed within 3 years of its implementation and probably in 2018.

- Would civic events not organised by the Council qualify for the relevant concessions under the Policy?

All civic events would qualify for the concessions regardless of whether they were organised by the Council or not.

- Was there a cap on the maximum amount that an organisation could claim under the Community Fund?

The Community Fund was a finite pot and was funded from a number of contracts which related to a direct benefit to the community. The Council would judge all applications to ensure that the fund was not exhausted in one application and a cap would be imposed.

- Would there be criteria in relation to the fees for road closures?

It was important to note that costs in relation to road closures were incurred by ensuring that this was conducted by people who were properly trained and licensed to conduct road closures. Major religious events would not be charged in addition to voluntary events. For the Pinner Panto event, this would be subject to a concession. It normally cost the Council £700 to implement a road closure as advertisement, notices etc. were required.

The majority of Members felt that all of the issues that had been raised at the Committee meeting in November 2015 had been addressed and commended the Policy. Other Members commented that whilst the proposed Policy had been improved since it went out for public consultation, there were still issues that needed to be addressed.

The Chair thanked the Portfolio Holder and the officer for their attendance.

Resolved to RECOMMEND: (to Cabinet)

That the comments from the Committee on the Events Policy be referred to Cabinet.

139. Corporate Plan

This Committee considered a report which set out the Corporate Plan for 2016 to 2019. The Corporate Plan was scheduled to be considered by Cabinet at its meeting on 18 February 2016.

The Portfolio Holder for Performance, Corporate Resources and Policy Development addressed the Committee and made the following points.

- the Corporate Plan set out the Council's Strategy to deliver its vision of 'Working Together to make a difference for Harrow'. This would be achieved by building a better Harrow, being more business-like and business friendly and protecting the most vulnerable and supporting families;
- there would be approximately £1.75 billion coming into Harrow. The focus was not just about regeneration but also to build capacity in the community by equipping them with skills, jobs etc;

- Local Government had changed and was changing. In order for the Council to generate income and reduce its cost it had to become more commercial and share services with other authorities;
- a new set of values for staff had been proposed. These included being courageous, doing things together and making things happen;

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

- How would residents be involved in the regeneration projects across Harrow?

There was a Harrow Residents Panel which involved local residents and this ensured a continued dialogue between them and the Council in relation to various issues. This Panel met bi-monthly and it had been integral in helping the Council make decisions on its Regeneration plans;

- The Corporate Plan proposed was completely different to the version agreed last year which had purported to cover the period 2015 to 2019. There were significant differences and why was this? Why did the Council not simply adopt a Corporate Plan year on year?

The Council's overall priorities had not changed. However Local Government and various circumstances had changed and it was important for the Corporate Plan to take account of this. The Council had proposed a 3 year budget and it was important that the Corporate Plan aligned with this. The Corporate Plan for this year focused on how the Council would deliver its priorities.

- How was the Council making best use of digital technology for residents to access services? How would the Council ensure that those who required face to face interaction were still provided with this?

The Council was working hard to increase the number of services who could access services online. The MyHarrow initiative had 90,000 users registered which provided a portal for residents to access services online. The reality was that if residents made greater use of access to services online, this reduced costs for the Council. The Council was trying to get residents who did have use of the internet to go online for services as this would then free up staff to focus on assisting those residents who required greater assistance and / or did not have access to the internet.

- There had been an instance where a Council email account in relation to Council Tax had been closed which meant that issues were required to be made in writing. This was contrary to the objective of trying to get more residents to access services online. What was the explanation for this?

The reason for closing the email account was due to the difficulty in tracking all of the issues given the volume of queries raised. These issues were now required to be raised as a web based form which meant that all information was contained in one form and one response could be provided.

- A press article had said that Harrow was one of the worst places to live in according to a survey of residents. Why did the Council believe that satisfaction levels were good?

The Council obtained its statistics and conclusions through the use of residents' surveys. The Portfolio Holder asked if a copy of the press article could be provided to her so that she could investigate it further.

- How was the Council becoming more business friendly specifically?

The Council was becoming more commercial, had established Trading Companies and new initiatives such as Project Phoenix and the adult social care e-purse which were being developed. The Council had also started sharing services with other authorities in relation to HB Public Law and Procurement, as examples. The Council was looking at all opportunities to generate income and reduce its costs.

The Council was a business friendly organisation as had been reflected in a recent award had been presented to it. The Council was conducting a range of activities to help businesses such as mentoring, connecting with experts, setting up a business den, conducting various workshops and hosting networking events.

The Council's local procurement policy also meant that the Council was investing in services with a greater number of local businesses.

- Residents were still having issues in getting problems resolved by the Council and encountering difficulties in the Council responding to queries. There had also been an issue where a MyHarrow bulletin had revealed the email accounts of all of its users which was a data breach.

The Council could not say that customer services were in a position where it wished it to be. However the Council had a clear plan to get its customer services to the level desired. It was important to recognise that the Council was on the right track and knew what was required to be done. If residents had a bad experience with customer services this would provide them a negative image of the Council. Additionally if a new service had been introduced this naturally took a while to settle down and could raise a number of queries and concern initially.

In relation to the data breach this was caused by human error and the system was being looked at to prevent this from happening again. Legal advice provided had confirmed that it was not a serious breach of data.

- How would the Council attract larger business to Harrow?

It was difficult to attract larger businesses due to the Government's policy which allowed commercial units to be converted to residential flats, a policy which the Council had lobbied against. However the Council would always try its best to attract larger businesses and it was hoped that the Regeneration proposals would contribute to this.

- The Equalities Implications section of the report had alluded to a number of activities referenced in the Corporate Plan as being proposals with business cases still to be developed. Could some examples be provided? Was the e-purse project an example of this?

Officers were happy to provide a list of these relevant activities. These activities would relate to commercial and regeneration and consultation would be held on specific proposals if appropriate.

The e-purse system was an example of these activities but further development was required and exact dates could not be provided.

The Portfolio Holder undertook to provide the list to the Member prior to the Council meeting on 25 February 2016.

- What objectives from the previous Corporate Plan had not been achieved? It would have been helpful to include this information in the proposed new version to give a balanced view and to know if improvements had been made.

The way that the Corporate Plan had been structured was different to previous years. It was decided that greater narrative was required on the Council's achievements and the previous Corporate Plan and the proposed one were not directly comparable.

A quarterly report was provided to the Improvement Board which provided information on issues where targets and objectives had not been met. This report was also presented to the Performance and Finance Scrutiny Sub-Committee.

- How could the Council be considered to be business friendly when the Portfolio Holder responsible for that area was rude to a local businessman at a recent Council meeting?

It was not considered that the Portfolio Holder had been rude in any way.

- Did the new values referred to in the Corporate Plan replace those which had been adopted previously?

The Portfolio Holder confirmed that the values had replaced the CREATE values which had been previously adopted.

- What did it mean that the Council wanted to be a values-led organisation?

A values led organisation meant that behaviours would be put into action. It would allow staff and empower them to feed in ideas, work together and take more initiative in their work. It would lead to greater consistency and greater accountability.

- Would opposition Members be allowed to be involved in the Regeneration Board?

This was a question that could only be answered by the Portfolio Holder responsible for that area.

- The Council's aspiration was to be in the top 10% nationally for Key Stage 2 results whereas for GCSE result the Council stated it wished to be in the top 20%. What was the reason for this difference?

In relation to schools it was important to recognised that the vast majority of schools were either rated as good or outstanding by Ofsted. Ofsted inspections took into account a range of issues including parent's satisfaction. The Council always wished to do better but the Ofsted inspections suggested that parents were happy with the schools and the education being provided to their children.

The Chair thanked the Portfolio Holder and officers for their attendance.

Resolved to RECOMMEND: (to Cabinet)

That the comments from the Committee on the Corporate Plan be referred to Cabinet.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.34 pm).

(Signed) COUNCILLOR JERRY MILES
Chair

This page is intentionally left blank

**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	19 April 2016
Subject:	School Expansion Programme
Responsible Officer:	Chris Spencer, Corporate Director People Services
Scrutiny Lead Member area:	Councillor Lynda Seymour, Policy Lead Member Children and Families Councillor Janet Mote, Performance Lead Member Children and Families
Exempt:	No
Wards affected:	All Wards
Enclosures:	Annexe A – Summary of School Expansions, Improvements and Investment

Section 1 – Summary and Recommendations

This report sets out how the school expansion programme has equipped schools to accommodate the additional children requiring places in Harrow schools and the opportunities taken to improve the school estate.

Recommendations:

The Overview and Scrutiny Committee is requested to note the report.

Section 2 – Report

Introduction

1. The Local Authority has a statutory responsibility to provide sufficient school places for its area. Like many boroughs, Harrow is experiencing significant growth in the pupil population and is implementing its strategies to increase the number of school places.
2. The school expansion programme supports the Council Priorities by providing sufficient high quality school places for children in Harrow close to where they live.
3. In recent years Cabinet has agreed its strategies to increase provision across primary, secondary and special schools to meet pupil growth. The strategies are implemented through:
 - the expansion of existing schools;
 - new places created through the Government's free school programme. Harrow's community of schools has made successful applications to open new free schools in Harrow that create new provision to help meet the demand for school places.
4. This report outlines progress on the planned programme implementation of Harrow's school expansion programme to create additional school places through the expansion of existing schools.

School Expansion Programme Delivery

5. So far in the school expansion programme:
 - 26 additional permanent Reception forms of entry have been created through the expansion of existing schools, which is over half of Harrow's primary schools;
 - six additional permanent Year 7 forms of entry have been created through the expansion of two existing schools;
 - six schools have opened additional special educational needs places.

Initial phases of the school expansion programme

6. There is an extensive schools capital programme to deliver the additional school places and special educational needs provision. This

capital programme represents significant investment into schools in Harrow and wherever possible the opportunity is taken to improve the learning environments while expanding schools. The Children's Capital Project Team coordinates the school building programme.

School Expansion Programme Phases 1 and 2

7. The majority of the school expansion programme has been carried out by Keepmoat, the Council's Framework Partner, under Phase 1 (SEP1) and Phase 2 (SEP2). This is a complex programme and at the height of the programme there were 29 live sites. Unfortunately, there have been delays and challenges across the SEP1&2 programmes which have inevitably impacted adversely on schools and the completion of the programme.
8. Most of the SEP1&2 projects in the current programme are now reaching Project Completion except for Whitchurch Primary School where resolution of an issue regarding Extension 3 is being sought between Harrow Council and Keepmoat. The remaining extensions at Whitchurch and the SEP1&2 projects have been handed over and the schools have or will be shortly taking occupation of their new classrooms and external areas.
9. The Children's Capital Project Team are working to resolve a number of building issues which have come to light during the 12 months defects liability period and are liaising with Keepmoat on these issues to seek an urgent resolution. Keepmoat will continue to have direct liability for building defects during the defects liability period and beyond should the defect be found to be a major issue.
10. The Children's Capital Project Team are in constant communication with all schools in the SEP1&2 programme and are working with all parties on matters as they arise.
11. Harrow's Technical Advisors MACE and T&T are currently reviewing the SEP1&2 final accounts. There is close work with the Finance Team on these matters with monthly cost schedules for each school project. The current position is summarised in the Financial Implications section of this report below.

School Expansion Programme Phase 3

12. Following procurement processes, Arcadis were appointed as Technical Advisers and Willmott Dixon as the single supplier from the SCAPE framework. The SCAPE framework is local authority owned and specialises in school construction. Under this framework the contractor is appointed using a National Engineering Contract (NEC) which is used widely by a number of local authorities.
13. The Children's Capital Project Team have established robust contract monitoring arrangements to hold all parties to account. This will include Procurement and Legal teams reviewing performance to ensure compliance. The contractor's performance against the contract will be reported to the Corporate Strategic Procurement Board.

14. Planning applications for three of the school expansion projects were approved by Planning Committee in February 2016. The fourth project is on a slightly later timeline. However, the completion of these projects is still planned to be by Summer 2017. Within the programmes, there will be appropriate accommodation for the additional intakes of pupils in September 2016. This may require provision of temporary accommodation for a few weeks. The current position about the anticipated costs of the Phase 3 programme is summarised in the Financial Implications section of this report below.

Free School Programme

15. Free schools are an important component of Harrow's school expansion programme. Delivery of these schools is the responsibility of the Education Funding Agency. On current projections it is anticipated that delivery of the primary free schools announced to be opened in Harrow will meet the need for primary school places in Harrow without the need for further expansions of existing primary schools.
16. Two secondary free schools are making a significant contribution to meeting the demand for high school places in Harrow. Avanti House School opened in 2012 and Pinner High School opens in September 2016.

Investment in schools through the School Expansion Programme

17. Harrow Council's current School Expansion Programme represents a generational investment of some £125m into the existing schools in Harrow for the benefit of its residents. Substantial investment has also been attracted into Harrow through successful applications to centrally funded government programmes that contribute to new school places in Harrow.
 - Seven free schools have been announced to open in Harrow, four of which will have been established by September 2016. Three of these free schools are the result of successful applications by Harrow's schools to add to the community of school places in Harrow.
 - Seven schools are being completely rebuilt as expanded schools under the first phase of the Priority School Building Programme, and there will be significant rebuild projects under the second phase of the programme at two further schools in Harrow.
18. Whilst the priority for the funding in Harrow Council's School Expansion Programme is on creating additional school places, the Council in partnership with schools has taken the opportunity to transform and improve significantly wherever possible the learning environments and school sites.
19. The approach the Council has adopted has the following features:
 - to consider all school sites in accordance with government accommodation guidance but to develop individual site specific solutions;

- to provide permanent accommodation for permanent expansions and replacing time served temporary accommodation with permanent build. This improves the internal environment by enabling classrooms and spaces to be reconfigured ensuring that year groups are located together and circulation improved. Externally, the footprint is consolidated which in turn improves the outdoor and playground spaces;
- to address issues adversely impacting on the efficient operation of schools and issues of poor condition in the existing buildings through the design solutions and by bringing together funding sources to supplement the basic need funding;
- improving catering facilities to provide meals in accordance with the Key Stage 1 Meal Entitlement;
- Providing specialist spaces for the additionally resourced SEN provision.

Financial Implications

Revenue

20. School revenue budgets are funded from the Dedicated Schools Grant (DSG). As the Department for Education (DfE) allocates DSG based on pupil numbers, any increase in pupil numbers results in additional revenue funding for the expanding school. The revenue funding is allocated to schools based on the Harrow Schools Funding Formula. School budgets are based on the pupil numbers in the October prior to the start of the financial year, so there is always a funding lag when schools increase their pupil numbers. To ensure that schools who agreed to an additional class are not financially penalised, the DSG growth fund provides Additional Class funding for the period from September to March following which the mainstream funding formula will take effect. This ensures that schools have adequate funding for at least the average costs of a teacher and some set up costs.

Capital

21. The budget for the school expansion programme through to 2018-19 is £124.944m. There have been significant pressures identified primarily in Phase 2 (SEP2) of the programme. Harrow is now seeking to conclude the final accounts and disputes on additional works claimed by Keepmoat.

SEP1 and SEP2

22. In February 2016 Cabinet approved a virement of £1m from the currently uncommitted primary SEP4 phase of the capital programme to SEP1 and SEP2 schemes where the cost consultants have identified additional pressures on the programme.
23. The latest forecasts indicate that the programmes can be contained within the existing budget but there still remains a risk to the overall programme.
24. The forecasts continue to be monitored and updated as all of the project accounts need clarifying and agreeing with the contractors. Work is being undertaken with Legal Services regarding the stance that

can be taken with the contractors regarding some contractual matters and contract management consultants have been engaged to support the Council in this process.

SEP3

25. In September 2015 Cabinet agreed a virement from the currently uncommitted primary SEP4 programme to cover the anticipated costs of SEP3. However, the latest forecasts provided by Willmott Dixon and Arcadis suggest that the costs of the initial three school expansion projects could be in excess of the budget allocated to these three schemes by approximately £1.8m.
26. There is an overall SEP3 contingency for 5 schemes totalling £1.48m which would partially mitigate this pressure. However, it should be noted that the designs on which these forecasts are based for two of these schemes, the Stag Lane schools and the Welldon Park junior site project, are subject to planning approval and any further works or redesigns required to meet any additional planning conditions could put further financial pressure on this programme.
27. Weald Rise Primary School, also part of SEP3, is being rebuilt as part of the Priority School Building Programme. As the expansion of the school is in addition to the works being provided by the EFA the Council has committed to a top up fee in order to deliver the expansion element of this programme, totalling £2.189m.
28. Finally, the Stag Lane schools are not included in the current forecast as they are still at the design and school sign-off stage. There is a budget allocated to this scheme and if the above forecasts come to fruition and the Stag Lane schools are predicted to be over budget then this would be a further risk to this element of the programme.

SEP4

29. There is an uncommitted primary SEP4 budget of £3.615m. It is anticipated that phase 4 of the primary school programme will be delivered by free schools. If all of the free schools come on line then it is not anticipated that this funding would be needed. Therefore this could be used to offset any overspend on SEP2 and any potential pressures on SEP3. However, if any one of the free schools does not come online then there is a risk that the Council would need to use this funding to expand one of its own schools.

Performance Issues

30. Schools in Harrow perform well in comparison to national and statistically similar local authorities. The vast majority of primary schools and secondary schools are judged 'good' or 'outstanding' by OfSTED. As at 31st August 2015, 93% of Harrow's primary and secondary schools are judged 'good' or 'outstanding', compared to 89% in London and 84% nationally (Source: Ofsted Data View).
31. The Education Act 2011 maintains a focus on driving up standards in schools, and places more of the responsibility with the schools directly for their improvement. The role of the Local Authority in measuring

performance and driving improvement has changed significantly and is reduced from its previous level. In the white paper 'Educational Excellence Everywhere' published on 17 March 2016, the Government states its intention to legislate to change local authorities' powers and duties. In future, local authority education duties would be focused on three areas:

- a. Ensuring every child has a school place;
- b. Ensuring the needs of vulnerable pupils are met;
- c. Acting as champions for all parents and families.

32. The Local Authority continues to monitor key education indicators. The indicators are used locally to monitor, improve and support education at both school and local authority level. They are also used within information provided to the Department for Education.
33. There is a complex interrelationship between a number of other performance issues such as traffic congestion, road safety, traffic and parking enforcement and travel plan performance, and all these considerations are taken into account in assessing school expansion proposals.

Environmental Impact

34. The Council's over-arching climate change strategy sets a target to reduce carbon emissions by 4% a year. Schools account for 50% of the council's total carbon emissions. Reducing emissions from schools is therefore a vital component in meeting the Council's target. However there is a significant risk that the expansion programme will increase emissions rather than reduce them. Phase 3 of the School Expansion Programme will have an impact on carbon emissions that will need to be carefully considered in this context.
35. The RE:FIT Schools Programme will be available to retrofit existing school buildings to improve their energy efficiency. For new-build schools, the design standards will need to ensure that they meet high energy use efficiency standards. Of particular importance will be the use of low carbon technologies – particularly for space heating – and these will need to be thoroughly investigated during the design phase.
36. For many of the projects in the school expansion programme, planning applications are required and part of the application is a school travel plan. Through this process and the development of the solutions for the schools, the impact of the additional pupils and their travel modes will be addressed.

Risk Management Implications

37. Risk included on Directorate risk register? Yes
Separate risk register in place? Yes
38. The directorate and corporate risk management implications for the Council arising from school place planning are included on the directorate and corporate risk registers. A Programme Risk Register is reviewed by the Programme Board.

39. The risks for delivery of the school expansion programme have been reported in detail to Cabinet in the previous quarterly update reports. The highest priority risk for this programme is financial in respect of the programme or individual projects being unaffordable and thereby incurring additional costs to the Council. Control actions to mitigate against this risk include:
- Capital strategy brings together the Government's school funding streams: Basic Need; Capital Maintenance; Targeted Basic Need Programme; and building programmes e.g. Priority School Building Programme.
 - School expansion feasibility designs aligned to the Department for Education guidance on spaces and areas for schools.
 - Indicative costs calculated from feasibility studies to inform programme budget.
 - Programme contingency has been included in the programme budget.
 - Robust financial and programme monitoring through the Programme Board, Capital Forum and Cabinet reports.
 - Exploring how the Government's Free School Programme for new schools (programme funded directly from government) may be supported in Harrow.

Equalities implications

40. Was an Equality Impact Assessment carried out? Yes
41. Equalities Impact Assessment has been undertaken on Phase 2 of the Primary School Expansion Programme and on each school proposed for permanent expansion. The overall conclusion of these assessments is that the implications are either positive or neutral in that the expansion of the schools will help to ensure sufficient school places for the increasing numbers of children in Harrow. The assessments have not identified any potential for unlawful conduct or disproportionate impact and conclude that all opportunities to advance equality are being addressed.
42. Harrow's schools are successful, inclusive and provide a diversity of provision. The school expansion programme will ensure sufficient school places for the increasing numbers of children in Harrow and will build on the successful provision that already exists in Harrow's schools. By acting to ensure all children in Harrow have access to a high quality school place, Harrow is promoting equality of opportunity for all children and young people.

Council Priorities

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

43. The Council Priorities are as follows:
- Making a difference for the vulnerable
 - Making a difference for communities
 - Making a difference for local businesses
 - Making a difference for families

44. The Council's strategy to deliver its vision between now and 2020 is to:
- Build a Better Harrow
 - Be More Business-like and Business Friendly
 - Protect the Most Vulnerable and Support Families
45. The recommendation supports these priorities and strategy by:
- Ensuring Harrow Council fulfils its statutory duties to provide sufficient school places in its area.
 - Providing high quality local mainstream and special educational need provision in schools for children close to where they live.

Section 3 - Statutory Officer Clearance

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 8 April 2016		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 8 April 2016		

Ward Councillors notified:	NO, as it impacts on all Wards
-----------------------------------	---

Section 4 - Contact Details and Background Papers

Contact: Johanna Morgan, Education Lead School Organisation,
020 8736 6841 johanna.morgan@harrow.gov.uk

Background Papers: None

This page is intentionally left blank

Summary of School Expansions, Improvements and Investment

Primary Schools

Planning Area	Schools	New Classrooms	Removal Temporary Units	Refurbishment / Remodelling / Improved Facilities	Condition Issues and Utility Up-grades
1. North East	Aylward	PSBP1 rebuild and expansion			
	Stanburn	6	Demolition of condemned building	Kitchen Toilets Entrance and security	Boiler re-fit
	Weald	PSBP1 rebuild and expansion			
	Whitchurch	6 new classrooms and 4 new toilet rooms	N/A	Dining Hall remodelled and refurbished, Kitchen Extended and Remodelled. New School Reception area built. New group room, External areas upgraded and remodelled	New Boilers installed. Upgrade of Gas, Water and Electric supplies
	<i>St John's CofE</i>	<i>Not expanded</i>			
2. North West	Cedars Manor	PSBP1 rebuild and expansion			
	Cannon Lane	10 new classrooms and 5 new toilet rooms	2	Remodelled kitchen. Remodelled 9 rooms. new Dumb Waiter lift. External areas remodelled and new car parking. Underground drainage upgraded	Upgrade to Electrical supplies
	Grimsdyke	SEP3 expansion			
	Longfield	SEP3 expansion			
	Pinner Wood	1	0	New full-cook kitchen. Remodelling of existing classrooms, toilets and practical areas.	
	West Lodge	3 SEN	1 classroom unit	Refurbishment and extension to 3 existing Reception classrooms to ensure undersized rooms are now correctly sized. New ICTR and library suite. New SEN block also provides a food tech room, SEN office, Hygiene room, Sensory room and soft play room. New	New gas and electricity supply connected.

				replacement toilets for general use. Full cook kitchen provided as part of kitchen upgrade programme.	
	<i>Moriah</i>	<i>Not expanded</i>			
	<i>St John Fisher</i>	6	N/A	New toilets, admin offices and front entrance. New staff room. Remodelling for new full-cook kitchen. Remodelled playground and car park areas. Extended hard play	New water supply
	<i>St Teresa's</i>	<i>Not expanded</i>			
3. South East	Camrose	1 new Nursery Classroom. 3 new classrooms. 1 new multipurpose teaching classroom	N/A	5 rooms refurbished for new uses, including new staff room facilities	
	Glebe	4	N/A	Remodelled hall for classrooms. New hall and studio, entrance and administrative offices	
	Kenmore Park	8 new classrooms. New nursery classroom	3	New library. New full-cook kitchen. New hall and new toilets. Remodelled Reception classrooms. Extended car park.	New incoming power supply
	Priestmead	PSBP1 rebuild and expansion			
	Stag Lane	SEP3 expansion			
	<i>Krishna Avanti</i>	<i>EFA expanded</i>			
	<i>St Bernadette's</i>	<i>Not expanded</i>			
4. South West	Earlsmead	0	0	To create the SEN spaces, the project provided refurbishment to 2 KS1 classrooms and provision of new library, sensory room, soft play room, medical office, SEN office and multipurpose teaching	New Gas and electric upgrade. Improvements to existing heating system

				room. New full cook kitchen and refurbished staff facilities.	
	Grange			Some internal remodelling	
	Heathland	<i>Not expanded</i>			
	Newton Farm	8	1 unit	New staff room and specialist teaching room. New toilets. Two new group rooms and new storage areas. Extended car park and hard play area. New full-cook kitchen facility	New gas and electric supply
	Roxbourne	<i>Not expanded</i>			
	Roxeth	<i>Not expanded</i>			
	Vaughan	PSBP1 rebuild and expansion			
	Welldon Park	SEP3 expansion			
	St George's	<i>Not expanded</i>			
5. Central	Belmont	6 new classrooms	2 mobile classroom blocks	New toilets and new full-cook kitchen. Remodelled 4 existing classrooms and hall. Extended car park	New boilers. New incoming power supply
	Elmgrove (PSBP2 school)	7 new classrooms and 1 new toilet room	2 classrooms and kitchen mobile	New Kitchen, 10 rooms remodelled. New MUGA and external areas remodelled. New car parking provided	New boiler room to new extension. Upgrade of Gas, Water and Electric supplies
	Marlborough	PSBP1 rebuild and expansion			
	Norbury	8 new classrooms	N/A	New toilets. New interactive room. New main entrance. Remodelled staff room and admin areas. Created 4 group rooms from 2 art rooms.	
	Pinner Park	6	N/A	Expanded hall area. Kitchen. Improved play areas. New entrance access. New toilets	
	Whitefriars (Age range extension from	New build 5 FE secondary buildings with 6 th form	2. Also removed former Teachers' Centre and horsa		New full-cook kitchen and sports facilities for community use also. Rebuilt children's centre. Minor remodelling to existing

Sept 2015 to Secondary)		buildings	primary school. Extensive external works, including new MUGA and car park	
St Anselm's	Not expanded			
St Joseph's	Not expanded			

Secondary Schools

Planning Area	Schools	New Classrooms	Removal Temporary Units	Refurbishment / Remodelling / Improved Facilities	Condition Issues and Utility Up-grades
High Schools	Bentley Wood	13 Classrooms including SEN, Art and Science	Reprovided 1 triple classroom unit	New Sports England standard sport hall in addition to a full suite of SEN spaces.	New gas & water services connected. New teaching block and sports hall have their own plant rooms.
	Canons	Not expanded			
	Harrow	Not expanded			
	Hatch End	Not expanded			
	Nower Hill	Not expanded			
	Park	Not expanded			
	Rooks Heath	Not expanded			
	Salvatorian	PSBP1 rebuild and expansion			
	Sacred Heart	Not expanded			
Whitmore	New sixth form centre – 6 classrooms	N/A	Sixth form recreational area.	New Block D has its own plant room.	

Special Schools

Planning Area	Schools	New Classrooms	Removal Temporary Units	Refurbishment / Remodelling / Improved Facilities	Condition Issues and Utility Up-grades
Special Schools	Woodlands	1 new classroom	N/A	Refurbishment of existing library and classroom to split resources and music room. New library, outdoor space, sensory room, sensory integration room, 3 group rooms, and hygiene room and staff toilets plus a full new studio room. 3 classrooms have been refurbished.	Plant room has been upgraded to increase services.
	Kingsley	3 new	N/A	New dining extension,	Plant room has been

	classrooms		2 hygiene rooms, and 2 withdrawal rooms, 2 offices and staff facilities.	upgraded and includes additional services.
Alexandra	<i>Not expanded</i>			
Shaftesbury	8 new classrooms, 4 of which have been divided into 5 group rooms.	N/A	New refurbished staff area. The scheme has provided new staff office space and a new reception entrance area.	Brand new plant room and all M&E services. This also supplies the existing school.

This page is intentionally left blank

REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting:	19 th April 2016
Subject:	Community Safety Strategy
Responsible Officer:	Alex Dewsnap, Divisional Director, Strategic Commissioning
Scrutiny Lead Member area:	Cllr Jeff Anderson – Environment & Enterprise Scrutiny lead, Policy Cllr Ameet Jogia - Environment & Enterprise Scrutiny lead, Performance
Exempt:	No
Wards affected:	All
Enclosures:	Community Safety Strategy 2016 - 2019 Annual crime report 2015 Equality Impact Assessment

Section 1 – Summary and Recommendations

Pursuant to S6 Crime and Disorder Act 1998, the Harrow Community Safety Partnership, known as Safer Harrow, ('the Partnership') produces and implements a Community Safety Strategy for reducing crime and anti-social behaviour, for combatting misuse of drugs, alcohol and other substances and for the reduction of re-offending. This report summarises the Partnership's Community Safety Strategy 2016-19 including current trends, emerging priorities and the implications of the Strategy.

By Article 4 of Harrow Council's constitution, the Council approves the Community Safety Plan. It is recommended that the Partnership's Community Safety Strategy is adopted as the Community Safety Plan for Harrow. As the plan part of the Policy Framework for the Council, Overview and Scrutiny is also entitled to comment on the strategy.

Recommendations:

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

Section 2 – Report

Introduction

1.1 The attached Community Safety Plan shows how the Council and its partners will work together to reduce crime and anti-social behaviour and make progress to making Harrow the safest borough in London. It is a statutory three year plan that gets refreshed on an annual basis.

Background

2.1 Each year, the Partnership prepares a Community Safety Strategy which is recommended to Cabinet and on to Council. Each Strategy is for a three year period but is usually updated annually to reflect the often rapidly changing patterns of crime and risk. These are derived, at least in part, from an Annual Crime Report as well as assessments of risk and Police and Council priorities.

2.2 The last Community Safety Strategy was considered in July 2015. This was in many ways a departure from previous strategies in that it reflected explicitly the huge potential impact of high profile events that could damage the community in Harrow for many years. The identified events included possible terrorism and radicalisation, child sexual exploitation as well as gang activity, domestic and sexual violence and anti-social behaviour. The Strategy also recognised the individual impact of more everyday crime such as burglary, robbery and criminal damage.

2.3 In considering how to update the Strategy, it has been recognised that these high profile risks to Community Safety have not declined and, therefore, it is recommended that the main thrust of the existing Strategy is maintained for the coming year.

2.4 The Annual Crime Report 2015, which is attached, covers the period October 2014 to September 2015 and compares crime statistics with the same period 12 months earlier. The Report shows that total crime in Greater London increased by 3.8% between the relevant periods, giving an average of 83.6 crimes per 1,000 population compared with 81.6 in the earlier period. In Harrow, crime increased by 0.8% giving a rate of 50.3 crimes per 1,000 population compared with 49.5 in the earlier period. For the period of the Report, Harrow had the second lowest crime rate per 1,000 populations in London.

2.5 The Report also measures the number and rate of MOPAC 7 crimes – these are crime types that the Mayors Office for Policing and Crime (MOPAC) feels have the greatest impact on the public. The MOPAC 7 crimes are violence with injury, robbery, burglary, theft of a motor vehicle, theft from a motor vehicle, theft from the person and criminal damage. Across Greater London, the MOPAC 7 crime total decreased by 2.5% between the assessment periods giving a rate of 39.6 crimes per 1,000 population. In Harrow, the number of MOPAC 7 crimes decreased by 5.9% giving a rate of 24.0 crimes per 1,000 population.

2.6 Within this total, a number of MOPAC 7 crimes types increased including violence with injury (up 10.4%) robbery (up 5.3%), theft of a motor vehicle (up 3.2%) and criminal damage (up 1.2%) whilst other crime types decreased including burglary (down 14.1%) theft from a motor vehicle (down 13.7%) and theft from the person (down 11.2%). The general downward trend in volume crime is both welcome and a continuing testament to the effectiveness of the Police in Harrow and the partnership between the agencies and organisations devoted to detecting, deterring and diverting people away from crime.

2.7 The increase in violence with injury is a cause for concern although this needs to be seen in a London-wide context where the average rate per 1,000 population is 8.2 compared with Harrow's 5.3. Some of this seems to be related to Domestic and Sexual Violence where there has been a significant 23% increase in reporting in the last year most of which is thought to be not related to additional crimes but to a greater readiness to report but also to the growth in both gang on gang violence and the undesirable effects of the late night economy. In relation to Gangs, the partnership benefitted from a Peer Review of our approach to and work on gangs and the Government's acknowledgement of the persistent gang issues locally by adding Harrow to the list of priority boroughs along with our neighbours Brent, Barnet, Hillingdon and Ealing.

2.8 Although outside the current Report period, it should be noted that there has been a recent spike in the rate of Burglaries. The total for October 2015 to January 2016 inclusive was 23.6% above the total for the same months in 2014/15. This trend will require carefully monitoring to ascertain

whether it is a short-term blip or whether it represents a longer-term trend which will require fundamental changes to priorities.

2.9 In all other respects, the Annual Crime Report supports the continuation of the approach set out in the Community Safety Strategy. Accordingly, the Strategy has only been updated to reflect legislative and other minor changes but continues the focus on the potentially community changing impacts.

Legal Implications

3.1 The setting up of the Partnership was required by the Crime and Disorder Act 1998 as amended by the Police and Crime Act 2009.

3.2 Under s.6 of the Crime & Disorder Act 1998, the Council with other partner authorities (chief of police, fire & rescue authority, probation service, CCG and Local Health Board) has a duty to formulate and implement a strategy for the reduction of crime and disorder in its area (including anti-social behaviour adversely affecting the local environment), a strategy for combating the misuse of drugs, alcohol and other substances in the area and a strategy for the reduction of re-offending in the area.

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

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

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

3.5 Under s.17 of the above Act, it is also a duty of the Council (and other partner agencies, including police, fire & rescue, GLA, TfL) when exercising its functions to have due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime

and disorder (including anti-social behaviour), misuse of drugs, alcohol and other substances and re-offending.

Financial Implications

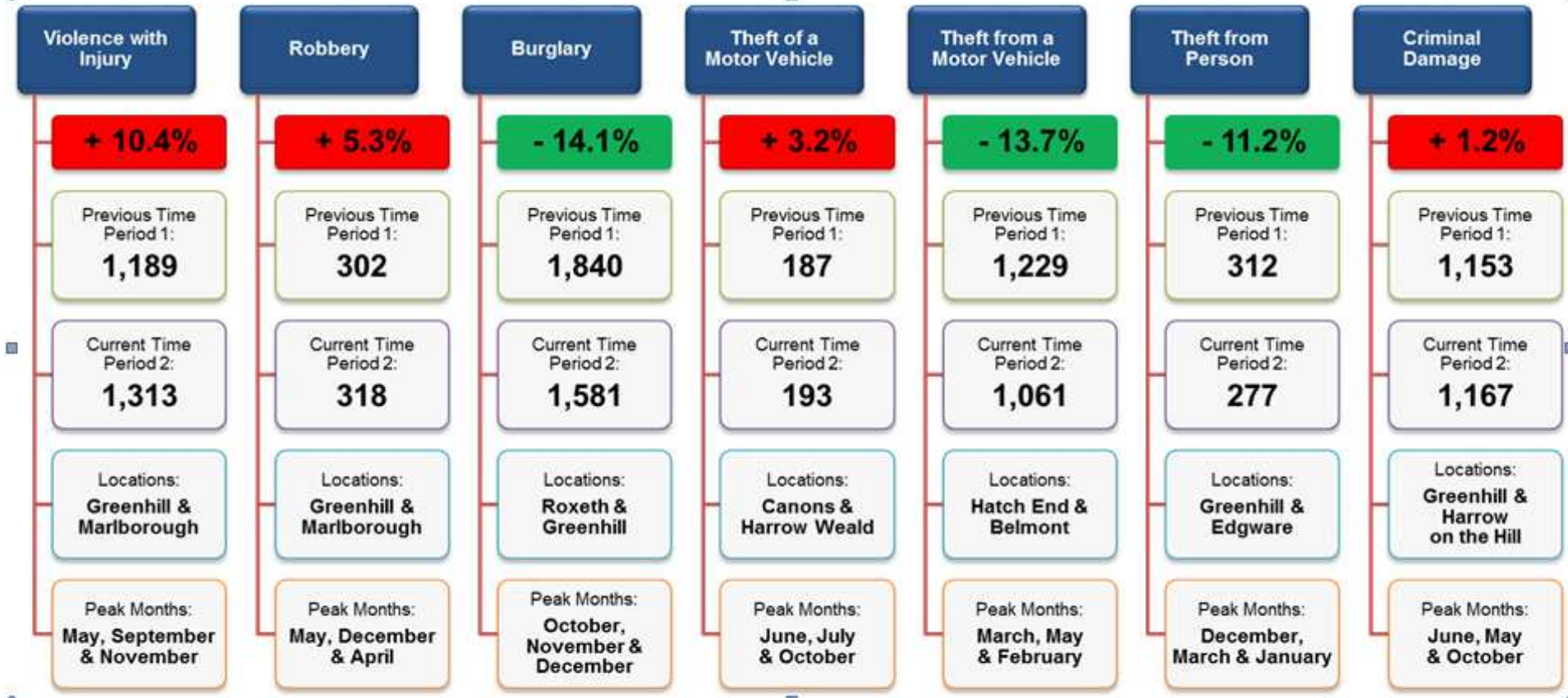
4.1 All of the work identified in this plan to be undertaken by the Council will be funded from existing budgets and approved grants.

Performance Issues

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

MOPAC Crimes in Harrow - Latest 24 months (October 2013 through September 2015)

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



Risk Management Implications

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

Equalities implications

Was an Equality Impact Assessment carried out? Yes

The equality impact assessment is attached.

7.1 The Community Safety Plan is based on an analysis of crime reports in the previous period and highlights the areas that need the most attention. The Plan for 2016-19 prioritises the “MOPAC 7” high volume/high public impact crimes of Burglary, Violence with Injury, Vandalism; Theft from the Person; Robbery; Theft of a Vehicle and Theft from a Vehicle: as well as Anti-social behaviour, Domestic Violence and reducing reoffending. The aim is to make Harrow the safest Borough in London within the timescale of the Plan which will require a reduction of almost 2,500 crimes a year against a total for last year of 12,228. Reducing crime benefits all residents of the Borough either directly, by reducing victimisation, or indirectly by lowering the fear of crime.

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

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

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

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

Council Priorities

The Community Safety Plan directly addresses the Corporate Priorities

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

Section 3 - Statutory Officer Clearance

[

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: ...29 th March 2016.....		
Name: Alison Burns ...	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 4th...April 2016..		

Ward Councillors notified:

NO

Section 4 - Contact Details and Background Papers

Contact: Alex Dewsnap Divisional Director Strategic Commissioning 020 8416 8250

Background Papers: Community Safety Strategy 2016-19
Annual Crime Report 2015

This page is intentionally left blank

Harrow Community Safety Strategy 2016-2019

Contents

Introduction	3
Vision	4
Harrow the Place	4
National Context	4
London Context	7
Local Context	7
Aims and Ambitions	9
Getting things done	9
• Partnership	9
• Other Strategic Partnerships	9
• Harrow Council	9
• Support	10
• Working Efficiently	10
• Better use of resources	10
• Sharing information	10
• Signposting	10
Community Cohesion	11
Offending	12
• Countering terrorism	12
• Child Sexual Exploitation	13
• Gangs	14
• Domestic Violence	14
• Volume Crime	15
• Hate Crime	15
• Anti-social Behaviour	16
• Re-offending	16
Support	17
• Victims of Crime	17
• Safer Neighbourhood Board	17
• Fire Service	18
Statistics	19

Harrow Community Safety Strategy 2016-2019

On behalf of the Harrow Community Safety Partnership, known as Safer Harrow, I am pleased to introduce Harrow's Community Safety Strategy for 2016-2019.

Last year, we presented a Community Safety Strategy that differed quite radically from those that had been prepared in previous years. Earlier strategies had looked at marginal changes in the volume of different crime types over the period covered by an Annual Strategic Assessment and proposed slight variations to the response to address emerging trends. Sometimes, Community Safety Strategies acknowledged the underlying causes of crime and considered wider, partnership actions that might begin to address them. Overall, however, these strategies sought to get the best possible partnership response to contain crime in an already comparatively low crime area.

By contrast, last year's strategy focused on the strategic threats to Harrow's communities. While these threats included volume crimes such as robbery and burglary, it concentrated on unlikely but potentially community changing events such as terrorism, radicalisation and wide-spread Child Sexual Exploitation. These threats have not diminished in the last 12 months and we need to continue to be vigilant to protect Harrow.

It is therefore appropriate that the strategy for 2016-19 is very similar to that presented last year. This version has new data, brings together the outcomes of work completed in the last year and references work still on-going. It tries to strike a balanced view of need for security from, for example, criminal damage, burglary and car crime and the potentially devastating consequences of, for example, a terrorist event.

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

It is the responsibility of all of us who live and work in Harrow to keep our borough safe. Resident involvement in keeping Harrow safe and making it safer still is the key to our success.

Councillor Graham Henson,

Chair, Safer Harrow

Vision

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

The Council's vision for Harrow will be delivered by:

- Building a better Harrow;
- Being more business-like and business friendly; and
- Protecting the most vulnerable and supporting families

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

Safer Harrow also has its own ambition which is that Harrow becomes the Safest Borough in London and this Strategy, which is developed and owned by the partnership will demonstrate how all the partners will work together to try and achieve this aim and the progress we've made to date.

Harrow the place

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

National Context

The Crime Survey for English and Wales (CSEW) shows that all crime is declining. The latest figures from the CSEW show that, for the offences it covers, there were an estimated 6.6 million incidents of crime against households and resident adults (aged 16 and over) in England and Wales which is not significantly different from the previous survey total.

There was a 6% increase in police recorded crime compared with the previous year, with 4.3 million offences recorded in the year ending September 2015. Most of this rise is thought to be due to a greater proportion of reports of crime being recorded following improved compliance with national recording standards by police forces.

Improvements in the recording of crime are thought to have particularly affected some categories of violent crime. There was a 27% rise in violence against the person offences (an additional 185,666 offences) which was largely driven by increases within the violence without injury sub-group (up by 130,207 offences; a 37% increase). The CSEW estimate for violent crime showed no significant change compared with the previous year's survey.

There were also increases in some of the more serious types of police recorded violence, including a 9% rise in offences involving knives or sharp instruments and a 4% increase in offences involving firearms. Such offences are less likely to be prone to changes in recording practices, though there is some anecdotal evidence to suggest that a tightening of recording procedures may be contributing to some of the increase in some forces.

Sexual offences recorded by the police continued to rise with the latest figures up 36% on the previous year; equivalent to an additional 26,606 offences. The numbers of rapes (33,431) and other sexual offences (66,178) were at the highest level since the introduction of the National Crime Recording Standard in the year ending March 2003. As well as improvements in recording, this is also thought to reflect a greater willingness of victims to come forward to report such crimes.

The number of new entrants to the criminal justice system has continued to fall since its peak in 2007. This decline has been much sharper for juveniles than for adults; however, during the 12 months ending September 2015, the decline slowed for both groups of offenders. Around 2 in every 5 adults convicted of an indictable offence had a long criminal record compared to just over a quarter in the same period 10 years ago. Despite having long criminal records, there has been a 35% increase since Q1 2013 in adults with 15 or more previous convictions or cautions receiving a suspended sentence following a conviction for an indictable offence. There seems to have been a growing reluctance to sentencing re-offenders to custody.

In the 12 months ending September 2015, the number of offenders with no previous convictions or cautions sentenced for indictable offences increased by 3.6%. The increase has been seen across all types of offences except robbery and theft offences. In the latest period, around 96,000 adult offenders convicted of an indictable offence had 15 or more previous convictions or cautions (long criminal records - on average 33.6 previous sanctions). 39% of adults convicted of an indictable offence had a long criminal record compared to 29% in the same period 10 years ago. This suggests that there have been recent increases in both the conviction of individuals who are new entrants to the Criminal Justice System and of serial re-offenders defined as those with 15 or more previous convictions.

However, over recent years the trend has been a decline in offenders with longer criminal records. Further investigations have shown that there has been a fall since 2009 in the number of offenders progressing from their 15th to their 16th conviction or

caution. Similarly during the 12 months ending September 2015 there was a decline in the number of offenders with 16 or more previous convictions or cautions. Three fifths of those convicted of an indictable offence with 15 or more previous convictions or cautions were convicted for offences related to theft – by comparison, only 22% of those with no previous convictions or cautions were convicted for theft offences.

For those convicted of a sexual offence in the 12 months ending September 2015, just under half also had a first offence for the same offence category and for just 5% of offenders, all of their previous convictions and cautions were for sexual offences.

In the 12 months ending September 2015, there were 1.22 million offenders sentenced following a criminal conviction, 2% more than in the previous year. This mirrors the trends in proceedings and convictions, where more defendants were proceeded against and more were found guilty over the same period.

A fine was the most common sentence given to offenders at all courts, accounting for 72% of all sentences. This proportion has been increasing since 2011, because the prevalence of summary offences has been increasing, and fines are the most common sentence for summary offences. Indictable offences were more likely to warrant an immediate custodial sentence or a community sentence.

The overall number of young people in the Youth Justice System continued to reduce in the year ending March 2015. Reductions have been seen in the number entering the system for the first time (First Time Entrants, FTEs), as well as reductions in those receiving disposals, including those receiving custodial sentences. Compared to the year ending March 2010, there are now 67% fewer young people who were FTEs, 65% fewer young people who received a youth caution or court disposal and 57% fewer young people (under 18) in custody in the youth secure estate.

In the year ending March 2015 there were around 950,000 arrests for notifiable offences in England and Wales, of which 94,960 were of people aged 10-17 years. Therefore, arrests of 10-17 year olds accounted for 10% of all arrests. This is the same as the proportion of young people in England and Wales of offending age. The reoffending rate has increased (by 5.6 percentage points since the year ending March 2008, to 38.0% in the year ending March 2014), but there were significant falls in the number of young people in the cohort, the number of reoffenders and the number of re-offences.

Overall young people were convicted of 87,160 proven offences (those resulting in a caution or conviction) in the year ending March 2015. The number of proven offences has been decreasing; it has fallen by 4% from the year ending March 2014 and by 70% since the year ending March 2005.

The number of proven offences has fallen amongst most offence types, but increased for violence against the person offences, criminal damage offences and sexual offences compared with the previous year. This has led to a change in the proportional makeup of proven offences by offence type. The largest proportion of proven offences in the year ending March 2015 were violence against the person offences, which also increased the most compared with March 2010 (by 4 percentage points) and now make

up 24% of total offences over this period. Drug offences and sexual offences also increased, by 2 percentage points and 1 percentage point respectively. On the other hand, the largest decrease was for theft and handling stolen goods which decreased by 4 percentage points. The proportions for criminal damage offences, burglary and robbery remained fairly constant between the years ending March 2010 and March 2015.

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

London Context

The latest figures for London compare the year to January 2016 with the previous 12 month period. In this period, the total recorded crime rose by 5.2% although this is still 18.4% below the baseline year of 2011/12. The biggest increase was in relation to violence with injury. Another way of showing crime figures is the number of recorded offences for each 1,000 people living in London. In the 12 months to September 2015, this rose from 81.6 to 83.6 crimes for each 1,000 people.

Strategy for the Metropolitan Police is now set by the Mayor through his Office for Policing and Crime (MOPAC). The Mayor has designated certain crimes as a priority because of the impact they have on the community on a daily basis. These crimes are Burglary; Robbery; Theft from the person; Theft of a motor vehicle; Theft from a motor vehicle; Criminal Damage and Violence with Injury. The number of these MOPAC 7 crimes recorded in 2015 fell by 18.1% across London compared to 2014. This represents a fall from 39.6 MOPAC 7 crimes for each 1,000 people living in London to 38.6 crimes.

Local Context

The latest local crime figures show that, for the period October 2014 to September 2015 compared with the previous 12 months, recorded crime in Harrow increased by 5.1% with the number of crimes for each 1,000 people rising from 49.5 to 50.3. For the MOPAC 7 crimes, there was a local reduction of 5.9% with 24.0 crimes for each 1,000 people – down from 25.5. These figures show that Harrow's crime rate is substantially below the London average. There were reductions in all of the MOPAC 7 categories except violence with injury and theft of motor vehicles.

More recently there has been a spike in residential burglaries with the share of all of London's burglaries occurring in Harrow increasing from a two year average of 2.94% to 4.21% in the last four months to February 2016.

This is the latest in a long series of community safety strategies that has been able to report a reduction locally, across London and nationally in most reported crimes types. Certain crime types have, however, seen an increase in the last year but this needs to

be set in the context of a 24.2% decline in the MOPAC 7 crimes in London since the baseline year of 2011/12. The impact of a crime on individuals, families and businesses is not diminished but the number of individuals, families and businesses that suffer from the loss and distress of being a victim of crime has reduced substantially over recent years and we are anxious to maintain this trend. Details of local crime statistics are given in a table at the end of this strategy.

However, we are also aware that wider criminal issues could have an even more significant impact which is why this strategy continues to prioritise for consideration the local potential for terrorist incidents to occur here and the threat posed by radicalisation as well as the potential for Child Sexual Exploitation and the impact of violence and gang activity. The threat of all of these issues appears to be real and immediate.

Aims and Ambitions

Safer Harrow's overarching aim is, for Harrow to be the safest Borough in London. In attempting to maintain Harrow's current position as one of the safest Boroughs, the partnership needs to focus on more than just the volume crimes such as robbery and burglary. This is not just because of the progress that has been made in these areas but because of the threat that terrorism, radicalisation and child sexual exploitation for example present to our communities. This Strategy therefore focuses on these potentially community changing events in the following pages but also on the every day crimes and anti-social behaviour that we need to continue to reduce to make a difference for Harrow.

Getting things done

Partnership - The job of making and keeping Harrow safe belongs to Safer Harrow, our statutory Community Safety Partnership. The partnership comprises the Council, the Police, the Fire Service, the National Probation Service, the new Community Rehabilitation Company that provides probation services to less serious offenders, the Mayor's Office for Policing and Crime, a representative of the local magistrates, and the Voluntary and Community sector and a Secondary School Head Teacher. We hope to be able to add representatives of the Health Services in Harrow in the coming months.

Many of the organisations comprising the Partnership are under significant pressures with reducing management teams and are not always able to attend meetings. This is concerning as community safety cannot be achieved by any one or even just some of the essential organisations working in Harrow - it takes the collective effort of the key partners aligning strategies, priorities and operational activity.

There have been continual suggestions that the Police in particular will face changes to their structure which could include the dissolution of the link with London Boroughs as the basis for territorial police organisation. While announcements on any changes will not be made before the new Mayor is elected and has an opportunity to consider the implications of this sort of change, this suggestion continues to cause uncertainty which threatens to destabilise the partnership.

Other Strategic Partnerships - Safer Harrow is assisted in its work by the efforts of other strategic partnerships that have separate but, in some ways, complementary objectives. Partnerships such as the Harrow Safeguarding Children's Board, the Local Safeguarding Adults Board and the Youth Offending Team Management Board in pursuing their own agendas contribute to keeping Harrow safe. Safer Harrow has cultivated and maintains links with these other strategic partnerships to ensure that we have a current overview of the relevant and related activity.

Harrow Council - The Council's participation includes public protection services which are environmental health, trading standards, licensing and the anti-social behaviour team, Children's Services, especially the Youth Service and the Youth Offending Team, the Local Safeguarding Children Board, Public Health Services which include drug and alcohol services and Policy for Domestic and Sexual Violence, Community Cohesion and work on radicalisation as well overall co-ordination.

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

Working efficiently - In these times of austerity we need to ensure that we work effectively with unprecedented reductions in budgets within public services. Bringing all of these programmes together, making sure that gaps in service provision are identified and programmes changed if possible to fill them, eliminating duplication and ensuring that work achieves its objectives are all functions that Safer Harrow is designed to achieve. Safer Harrow has contributed to improving effectiveness by reviewed its own purpose and methods of working and adopting a more active and assertive role to make sure that the right things get done. While, as a Partnership Body, Safer Harrow cannot instruct other agencies what to do or how to do it, it can highlight need and encourage joint working, co-operation and participation in achieving improvements and solutions.

Safer Harrow now demands analysis to demonstrate how performance issues in one area have an impact on other services and on community safety issues. Safer Harrow is aware that community confidence in the safety of Harrow is related to the quality of all of the services that address specific community safety issues and that many of these services are inter-dependent. Safer Harrow provides the forum within which the impact of the quality of each programme can be assessed.

Sharing information - One of the ways in which Safer Harrow can add value is by facilitating the sharing of data and information in a timely and relevant way so that those who need to know can easily find out about problems, issues, individuals of interest and those needing support. A number of data sharing agreements have been reviewed in the last year and will be refreshed to facilitate better joint working.

Within the Council information is probably not shared as well as it could be to enable a joined up, seamless service to be offered to residents experiencing crime and anti-social behaviour. Safer Harrow will continue to support using technology to ensure that each of the public-facing services that support victims of crime and anti-social behaviour can access the history of all of the Council's interventions and communications with each victim so that the whole picture of what is happening and what has been done in the past can inform the development of new solutions. Serious failures can arise by addressing a problem without the benefit of the history of previous interactions between public services and relevant individuals. Safer harrow is also supporting the development of a dynamic problem profile that will show the extent and nature of violence, vulnerability and exploitation in Harrow and may be capable of being developed further to support work to combat other issues.

Signposting - Technology can also ensure that up-to-date information is available to help Council staff signpost residents with crime or anti-social behaviour problems to other agencies if they are better placed to help resolve the presenting issue.

Community Cohesion

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

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

Cohesive communities have five key attributes:

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

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

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

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

The “sense of community” factor has been identified as the strongest predictor of various types of recorded crime. This “sense of community” factor is made up of some issues that include elements of social control, such as whether people pull together to improve the area, whether they feel safe walking at night, whether neighbours look out for each other and whether they trust people in their neighbourhood. But it also includes a more general sense of camaraderie such as whether people enjoy living in the area and are proud of the neighbourhood.

The “sense of belonging” factor also contains aspects of social control. This measures whether respondents know many people in their neighbourhood and whether they feel a sense of belonging to the local area and neighbourhood. This factor is not a strong predictor of lower levels of crime. This means that you don’t need to feel a strong sense of attachment to an area in order to benefit from the sense of community that is linked with lower levels of crime. A sense of community rather than a sense of attachment is the most important predictor of lower levels of crime. This is good news for areas with high population turnover, particularly because this sense of community is not only linked with lower levels of violent crime (the type of crime most often linked with the presence or absence of social control), but also with other types of neighbourhood level crime such as burglary from dwellings, and theft of and from motor vehicles.

A Community Cohesion Action Plan is being developed to which we will seek to contribute.

Offending

Countering Terrorism

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

The strategy is based on 4 areas of work:

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

The Prevent agenda falls to local authorities in the main. We have agreed a Prevent Action Plan that covers all aspects of the specific duties placed on the local authority and supports the requirements that are the responsibility of schools and colleges.

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

Child Sexual Exploitation

The sexual exploitation of children and young people (CSE) is both complex and often inextricably linked to other problems and difficulties. It is defined as child abuse and those children and young people who are sexually exploited face huge risks to their physical, emotional and psychological health and well-being.

Some groups of children and young people are more vulnerable to targeting by perpetrators i.e. those in Local Authority care, but the national statistics indicate that many of those being exploited are actually living with their families.

CSE is by its nature coercive but many of the children and young people experiencing this will not recognise this, believing the so called relationship with their exploiter is entered freely and not seeing themselves as victims of exploitation. However, a child or young person cannot consent to their own abuse. Their behaviour is not voluntary and once entrapped in this form of abuse, acts or threats of violence may impede their escape and access to help.

There is link between CSE and children and young people who are trafficked for sexual purposes which can and does occur anywhere within the UK.

Tackling CSE is difficult due to the covert nature of the activity and the difficulty young people have in both recognising the abuse and being able to disclose what is happening to them to someone whom they can properly trust, perhaps in the face of threats from their abuser.

Creating opportunities for young people to build positive relationships and tackling their associated problems, as well as promoting the young persons participation in their support plan, are vital components in dealing holistically with CSE.

Together with our partners, we have developed some operational structures to take forward our shared vision to protect and safeguard our children and young people from sexual exploitation. We will continue to learn from others and from Inspection outcomes. Harrow Safeguarding Children Board is leading on implementing strategies and standards to address CSE, but Safer Harrow ensures all relevant elements of the partnership are involved in and contribute to keeping our young people safe from CSE.

Gangs

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

Safer Harrow is developing a Gangs strategy that seeks to address violence, vulnerability and exploitation; reduce the number of people drawn to gang membership through education, diversion and other means, equip existing gang members with support to exit their gang, disrupt gang activity through investigation and enforcement, particularly related to gangs' economic activity; and enable the families of gang members to encourage and support withdrawal from gangs and to safeguard the younger siblings of gang members. The strategy will be supported by the dynamic problem profile that is being developed, hopefully utilising data from a range of partners.

The development of the Strategy has benefited from a Peer Review undertaken by the Home Office Ending Youth and Gang Violence Team. The Review recommendations have been added into the emerging Strategy and further work with the review Team is underway to identify further opportunities to prevent gang culture becoming further embedded in Harrow.

Domestic Violence

Safer Harrow has responsibility for overseeing the implementation of the Council's Domestic and Sexual Violence (DSV) Strategy and ensuring that the impact of the Council's investment fund is maximised to support and maintain existing services and, where possible, lead to additional Domestic and Sexual Violence services.

The key priorities from the DSV Strategy are:

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

In the last year, the Council re-commissioned its primary Domestic and Sexual Violence Services contract to provide an even better integrated and co-ordinated service that takes into account the provision made by MOPAC in the Pan-London service and the emerging needs around issues such as Female Genital Mutilation (FGM), Honour-based violence and Forced Marriage. A pilot therapeutic family project is currently underway and this may form an ongoing offer to address the domestic violence as part of the Government's renewed Troubled Families agenda.

Volume Crime

The Strategic Assessment has identified that for the period October 2104 to September 2015 compared with the previous 12 months, recorded crime in Harrow increased by 5.1% with the number of crimes for each 1,000 people rising from 49.5 to 50.3. For the MOPAC 7 crimes, there was a local reduction of 5.9% with 24.0 crimes for each 1,000 people – down from 25.5. These figures show that Harrow's crime rate is substantially below the London average. There were reductions in all of the MOPAC 7 categories except violence with injury and theft of motor vehicles.

More recently there has been a spike in residential burglaries with the share of all of London's burglaries occurring in Harrow increasing from a two year average of 2.94% to 4.21% in the last four months.

Ex-offenders are supported by the Community Rehabilitation Company to try to reduce re-offending and while the Integrated Offender Management Scheme works to help those at most risk of re-offending to stay out of trouble, more attention needs to be given to enabling this scheme to liaise effectively with programmes to help people into work, into accommodation and to address substance misuse

A lot of crime is related to addictions – mostly drugs and/or alcohol – and the Council has in the last year recommissioned services to help people address their misuse of these substances.

The Youth Offending Service has been restructured in the last year and new IT provided to help manage the complex processes around management of and support to young people at risk of offending and re-offending. The introduction of this IT has not been problem free but it promises, in the medium term, to make the operation of the team more effective. Locally, there has been a recent increase in the number of new entrants to the criminal justice system but the re-offending rate has declined as has the use of custody.

Hate Crime

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

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

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

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

Hate crime makes victims of whole communities with repercussions beyond those being targeted. Hate crime has a significant impact on the perception of crime and community cohesion and can lead to feelings of fear, stigmatisation and isolation among those who share characteristics with victims, even if they have not been victimised themselves.

Analysis of the hate crime data undertaken by MOPAC indicates that in the rolling year to December 15, the number of recorded offences in each category in Harrow is:

- Faith hate crime increased by 4 from 35 to 39
- Sexual Orientation hate crime increased by 7 from 15 to 22
- Racist and religious hate crime increased by 78 from 263 to 341
- There was no reported Transgender hate crime

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

An action that is common to the Hate Crime and Domestic Violence categories is improving reporting rates so that not only are individual cases able to be addressed but the actual scale of the problems emerges. The most effective way of increasing reporting rates is for cases to be resolved quickly and effectively and for the outcomes to be publicised so that other victims see the value in reporting. Other approaches include developing better partnerships with schools generally as young people appear to be disproportionately at risk of being victims of Hate Crime.

Anti-Social Behaviour

Anti-social behaviour can have a devastating effect on people's lives. Incidents of anti-social behaviour can range from something that is a mild annoyance to something that causes fear and insecurity. It could be a one-off event or something that happens over and over again. We define anti-social behaviour as "any conduct or activity that causes harm to an individual, to a community or to their environment". This could be an action

by someone else that leaves you feeling alarmed, harassed or distressed. It can include noisy or abusive neighbours, littering or graffiti. Some of this behaviour is criminal and therefore illegal whereas other forms of anti-social behaviour can be addressed through other means such as tenancy conditions or civil injunctions.

You do not have to put up with anti-social behaviour. If you cannot deal with it yourself and you need to report it, you can contact police or your local council. If you live in social housing, you can report it to your landlord. The Council and the Police work very closely together to sort out anti-social behaviour.

If you are suffering disproportionately because you are vulnerable, or because there is repeated anti-social behaviour occurring, we will treat you as a priority. Please tell the Council, Police or your landlord about your circumstances when you call. Your report will be assessed and, wherever appropriate, an officer will be sent to investigate.

Support

Victims of crime

A range of victim services have been developed across London, delivered both by statutory agencies and the Voluntary and Community Sector. The type of support offered varies from helplines and online forums to direct work with victims offering emotional and practical support. The length of contact victims have with services is determined according to their need.

At the time of writing, funding for Victim Services for 2016/17 and beyond has not been announced. This puts the continuation of services commissioned by MOPAC in some jeopardy although the Ministry of Justice said in January this year that a funding announcement will be made soon. The services at risk include information about the progress of court cases and, in some circumstances, about the management of offenders as well as victims being afforded the opportunity to make victim statements at various stages of proceedings and parole hearings. This also includes support for victims and witnesses throughout any criminal proceedings.

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

Safer Neighbourhood Board

In 2013, MOPAC reviewed their support for local Police engagement and accountability structures and decided to sponsor the creation of a Safer Neighbourhood Board for each Borough. In Harrow, a Board was established in April 2014 and has met quarterly throughout the year receiving data packs on crime levels and police performance and submitting bids for projects to address issues of concern.

Fire Service

The Fire Service provide free home fire safety visits, particularly for vulnerable households, during which they will assess your home and offer advice on how to make it safer; where appropriate they will also fit a smoke alarm. The home fire safety visit is usually for people regarded as having a higher risk of fire in the home such as:

- Older people living alone
- People with mobility, vision or hearing impairments
- People accessing mental health service users
- Those liable to intoxication through alcohol and/or drug use

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

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

The Service also works hard to tackle the problem of arson. The number of deliberate fires is coming down, but more still needs to be done because these fires damage property, take firefighters away from training and fire safety work, and can lead to people being hurt or killed.

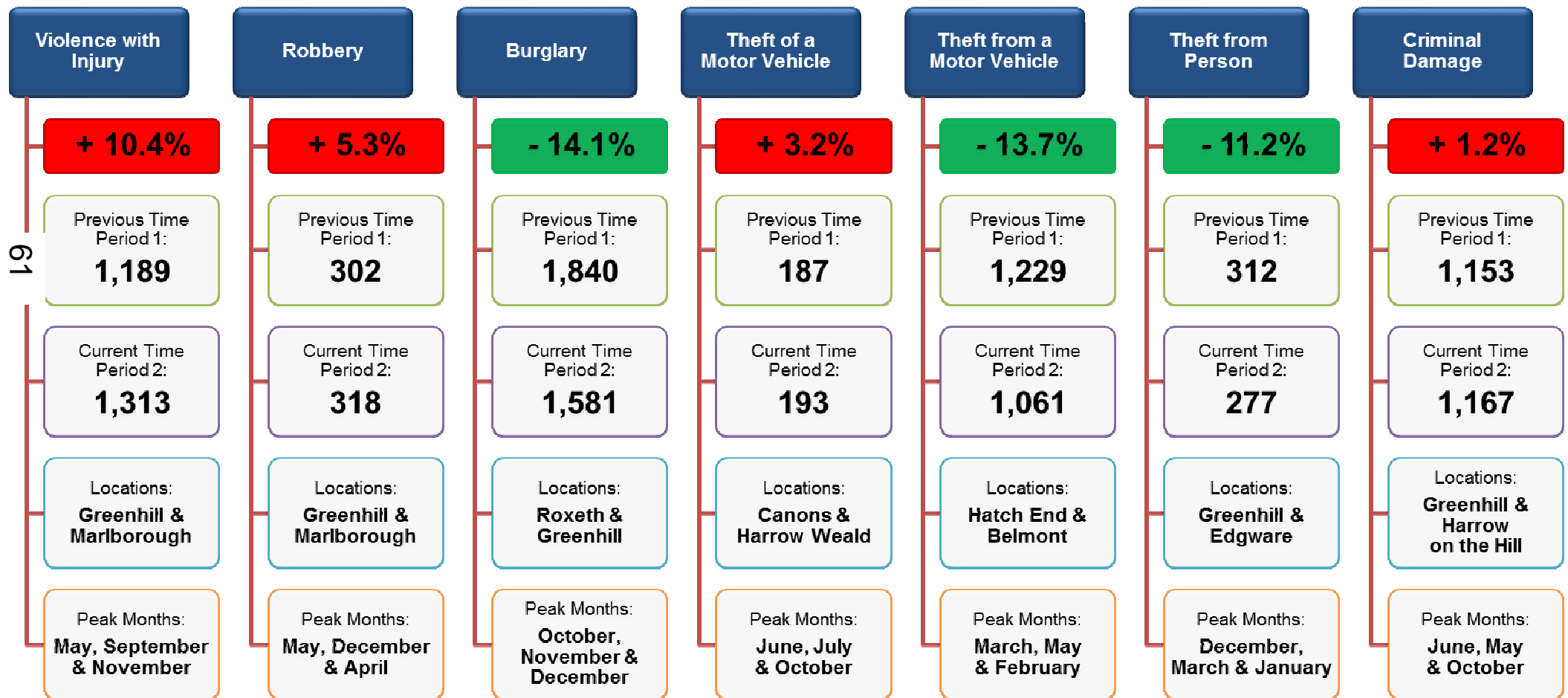
They tackle arson by working closely with other organisations like the Police, and also raise awareness of the problems of arson by using publicity and campaigns. Through youth engagement programmes, they talk to young people about the consequences of crimes like arson and hoax calls.

A range of people help tackle arson including:

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

MOPAC Crimes in Harrow 2014 & 2015

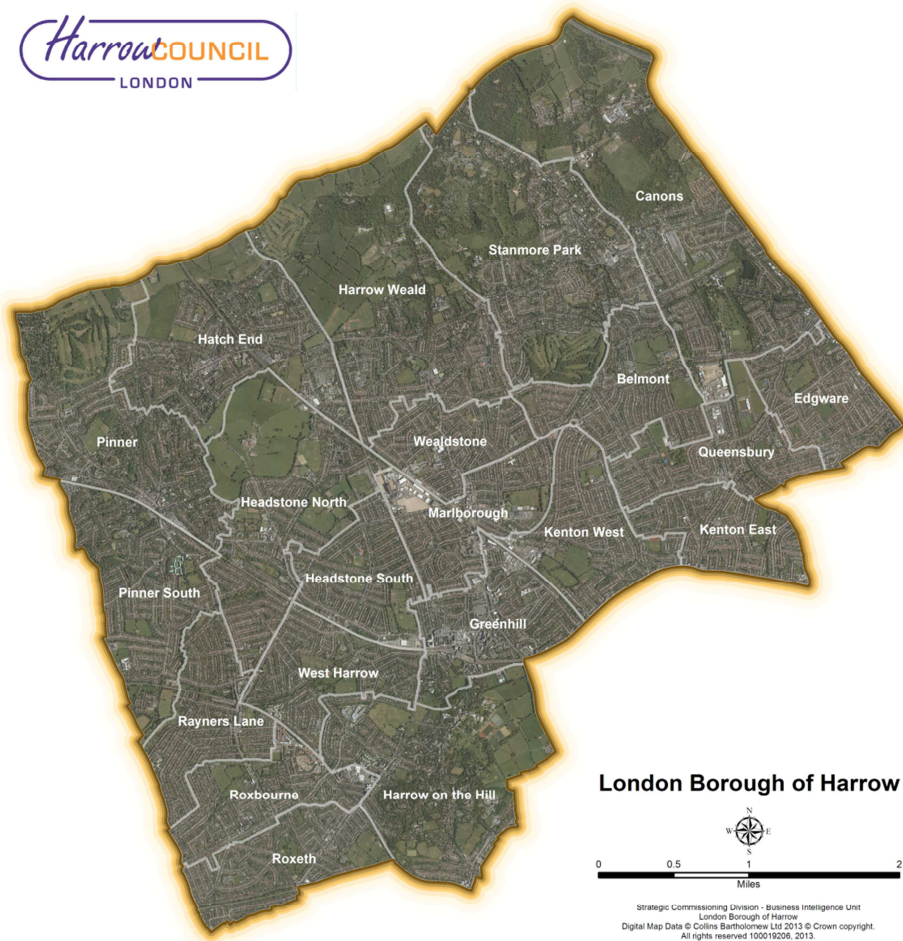
All figures stated below were taken from the MET Police website that was available at the end of January 2016.



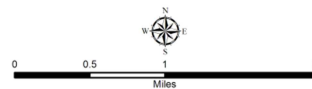
This page is intentionally left blank

Annual Crime Report 2014 & 2015

A Summary of Crime in Harrow



London Borough of Harrow



Strategic Commissioning Division - Business Intelligence Unit
London Borough of Harrow
Digital Map Data © Collins Bartholomew Ltd 2013 © Crown copyright.
All rights reserved 100019206, 2013.

Harrow Council, Station Road, Harrow, HA1 2XY
Strategic Commissioning Division - Business Intelligence Unit



Harrow Annual Crime Report 2014 & 2015

Title:	Safer Harrow Annual Crime Report
Purpose:	Planning for Community Safer Strategy
Relevant to:	Safer Harrow Management Group
Authors:	Harrow Council - Business Intelligence Unit
Date Created:	December 2015

Acknowledgements

- Senior Leadership Team, Harrow Police
- Metropolitan Police – <http://maps.met.police.uk/tables.htm>
 - Data extract: December 2015



Copyright

All maps used within this report are reproduced from the Ordnance Survey mapping with permission of the Controller of Her Majesty's Stationery Office © Crown Copyright 100019206. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings.

All other maps are courtesy of Digital map Data © Collins Bartholomew LTD (2015) & Harrow Strategic Assessment 2008 through 2015.

Purpose

Safer Harrow refers to the Community Safety Partnership that was set up following the 1998 Crime and Disorder Act with the aim of promoting a multi-agency approach to reducing crime and anti-social behaviour. Safer Harrow comprises the Police, Harrow Council, the Primary Care Trust, London Probation, London Fire Brigade, Trading Standards and the voluntary sector.

Crime rates were based on ONS Mid-year Population Estimates from June 2015:

- Harrow: 243,400 (2013) and 246,000 (2014)
- Greater London: 8,409,100 (2013) and 8,530,700 (2014)

Time periods:

1. October 2013 through September 2014
2. October 2014 through September 2015

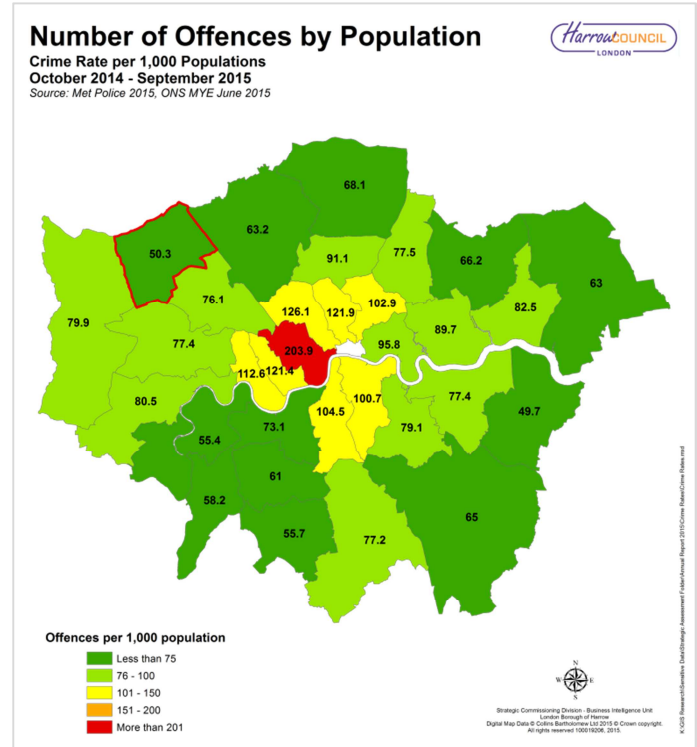
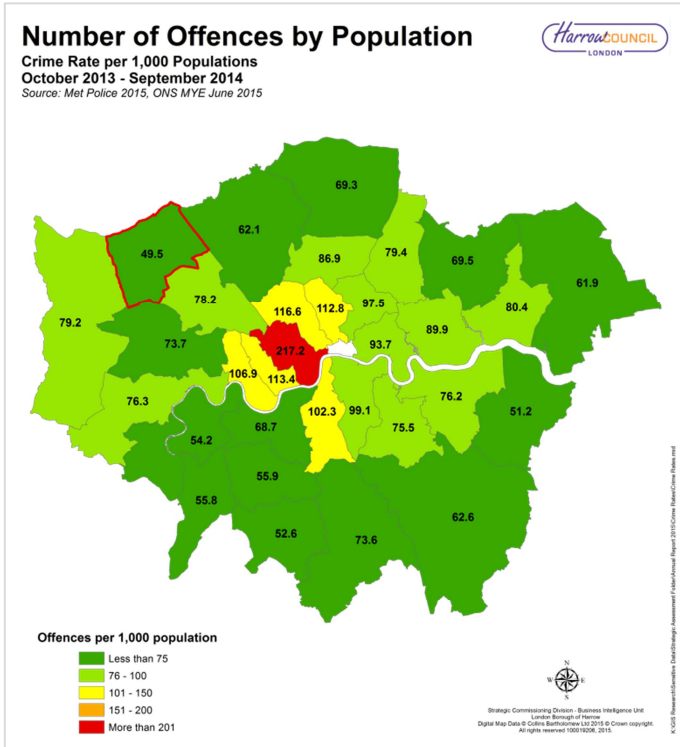
Table of Contents

Harrow Annual Crime Report 2014 & 2015	2
Acknowledgements	2
Copyright.....	2
Purpose.....	2
Table of Contents	3
Level of total crime in Harrow & Greater London	4
Change in the level of crime in Harrow & Greater London	4
MOPAC 7 Crimes in Greater London	6
MOPAC Crimes in Greater London.....	7
MOPAC Crimes in Harrow - Latest 24 months (October 2013 through September 2015)	8
Violence with Injury.....	9
Robbery.....	10
Burglary.....	11
Theft of a Motor Vehicle.....	12
Theft from a Motor Vehicle	13
Theft from a Person.....	14
Criminal Damage.....	15

Level of total crime in Harrow & Greater London

The total of recorded offences during Period 2 (October 2014 - September 2015) for Greater London was 713,137. The total of recorded offences during Period 1 (October 2013 - September 2014) for Greater London was 686,565. This represents a 3.9% increase or 26,572 more crimes in period 2 over period 1.

In Harrow, a total of 12,367 crimes was recorded during Period 2, which was 1.73% of all crime reported in Greater London. This was the fifth lowest of actual crimes reported. When this total is divided by Harrow's population the resulting crime rate is 50.3 crimes per 1,000 population. This gives Harrow the second lowest crime rate in London..



Greater London
686,565
 Total Crimes – Period 1

26,572
 More Crimes

Greater London
713,137
 Total Crimes – Period 2

Greater London
81.6
 Crimes per 1,000 populations

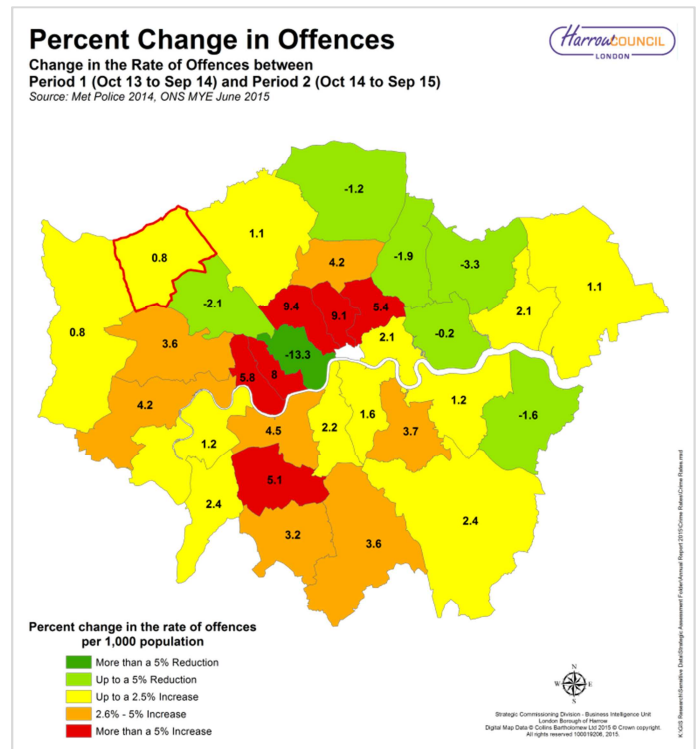
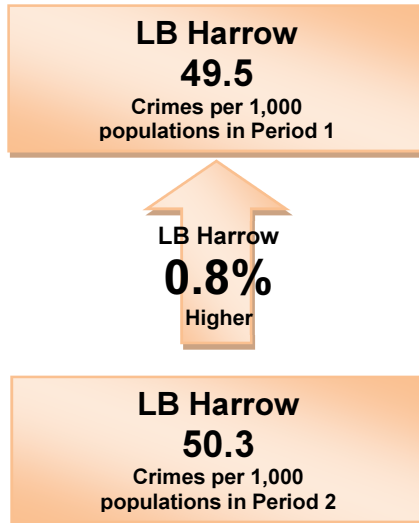
2.5%
 More crimes per 1,000 Population

Greater London
83.6
 Crimes per 1,000 populations

Change in the level of crime in Harrow & Greater London

The total number of all crimes in Harrow in Period 2 increased by 2.6% (12,053 to 12,367), compared to Period 1. This is lower than Greater London's 3.9% increase as a whole.

When comparing with Harrow's neighbouring boroughs; Brent has shown the greatest reduction in the crime rate between the two time periods, while Hillingdon showed a similar increase to Harrow. Barnet's increase was slightly higher than Harrow's while Ealing recorded the largest increase in the area.



Borough	Previous *	Current *	Change *
Barking and Dagenham	80.4	82.5	2.1
Barnet	62.1	63.2	1.1
Bexley	51.2	49.7	-1.6
Brent	78.2	76.1	-2.1
Bromley	62.6	65.0	2.4
Camden	116.6	126.1	9.4
Croydon	73.6	77.2	3.6
Ealing	73.7	77.4	3.6
Enfield	69.3	68.1	-1.2
Greenwich	76.2	77.4	1.2
Hackney	97.5	102.9	5.4
Hammersmith and Fulham	106.9	112.6	5.8
Haringey	86.9	91.1	4.2
Harrow	49.5	50.3	0.8
Havering	61.9	63.0	1.1
Hillingdon	79.2	79.9	0.8

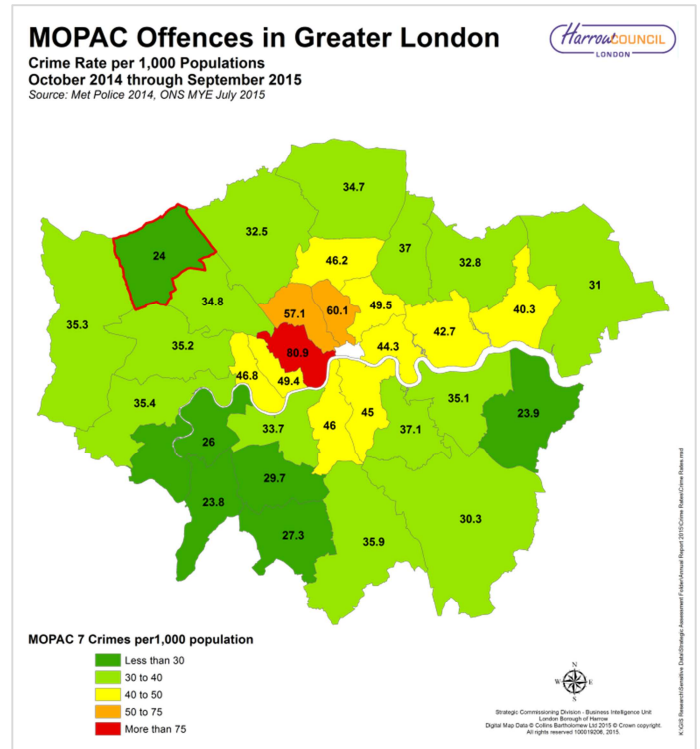
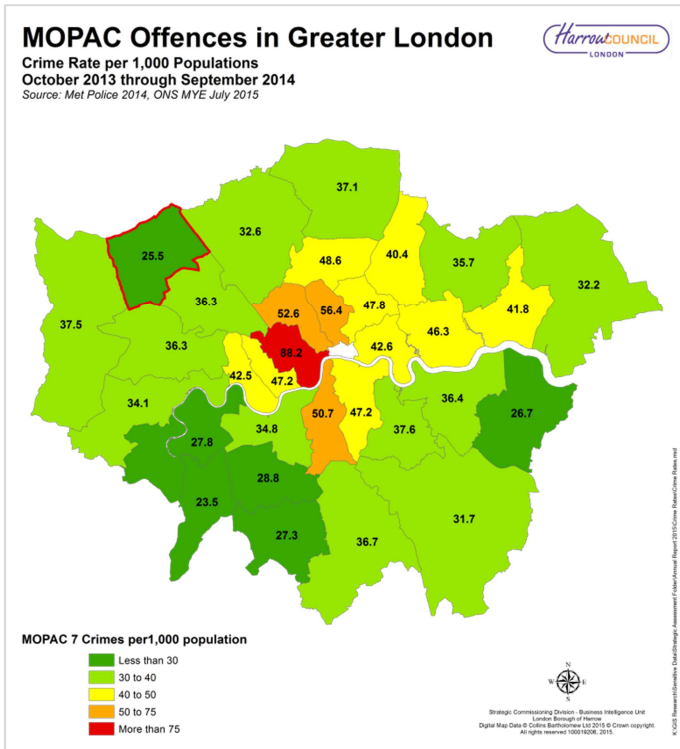
Borough	Previous *	Current *	Change *
Hounslow	76.3	80.5	4.2
Islington	112.8	121.9	9.1
Kensington and Chelsea	113.4	121.4	8.0
Kingston upon Thames	55.8	58.2	2.4
Lambeth	102.3	104.5	2.2
Lewisham	75.5	79.1	3.7
Merton	55.9	61.0	5.1
Newham	89.9	89.7	-0.2
Redbridge	69.5	66.2	-3.3
Richmond upon Thames	54.2	55.4	1.2
Southwark	99.1	100.7	1.6
Sutton	52.6	55.7	3.2
Tower Hamlets	93.7	95.8	2.1
Waltham Forest	79.4	77.5	-1.9
Wandsworth	68.7	73.1	4.5
Westminster	217.2	203.9	-13.3

* Previous - Crime rates based on offences from October 2013 through September 2014 with ONS Mid-Year Estimates from June 2015.
 * Current - Crime rates based on offences from October 2014 through September 2015 with ONS Mid-Year Estimates from June 2015.
 * Change - The percent change based on the two time periods.

MOPAC 7 Crimes in Greater London

There were 329,450 MOPAC 7 offences reported throughout Greater London during Period 2 (October 2014 through September 2015) giving a rate of 38.6 crimes per 1,000 populations. This was a reduction of 2.5% from the 333,114 MOPAC 7 crimes committed during time Period 1 (October 2013 through September 2014) at a rate of 39.6 crimes per 1,000 populations.

In Harrow, a total of 5,910 MOPAC 7 crimes were recorded during Period 2, which was 1.8% of all MOPAC 7 crimes reported in Greater London. This was the fifth lowest number of crimes reported giving Harrow a rate of 24.0 MOPAC 7 crimes per 1,000 population. Harrow had the third lowest MOPAC 7 recorded crime rate, behind Kinston upon Thames and Bexley.



Greater London
39.6
 MOPAC Crimes per 1,000 populations in Period 1

Greater London
2.5%
 Lower

Greater London
38.6
 MOPAC Crimes per 1,000 populations in Period 2

LB Harrow
25.5
 MOPAC Crimes per 1,000 populations in Period 1

LB Harrow
5.9%
 Lower

LB Harrow
24.0
 MOPAC Crimes per 1,000 populations in Period 2

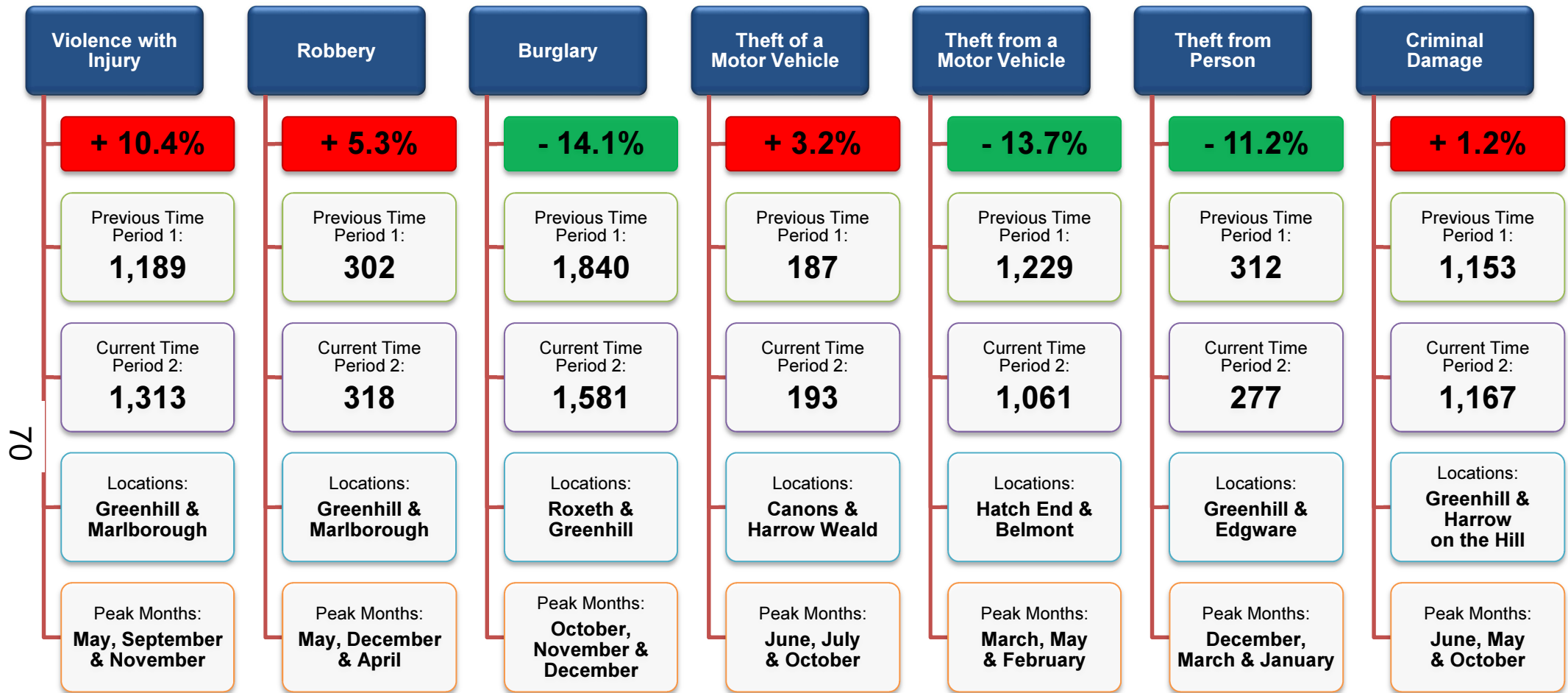
MOPAC Crimes in Greater London

Below are the MOPAC Crime totals and rates per 1,000 populations from the latest 12 month period (October 2014 through September 2015 - Period 2).

Borough	Violence with Injury		Robbery		Burglary		Theft of a Motor Vehicle		Theft from a Motor Vehicle		Theft from Person		Criminal Damage		MOPAC Totals	
	Figures	Rate	Figures	Rate	Figures	Rate	Figures	Rate	Figures	Rate	Figures	Rate	Figures	Rate	Figures	Rate
Barking and Dagenham	2,075	10.5	539	2.7	1,701	8.6	707	3.6	950	4.8	299	1.5	1,730	8.7	8,001	40.3
Barnet	2,085	5.6	630	1.7	3,647	9.7	648	1.7	2,343	6.2	617	1.6	2,202	5.9	12,172	32.5
Bexley	1,288	5.4	179	0.7	1,122	4.7	548	2.3	920	3.8	128	0.5	1,549	6.5	5,734	23.9
Brent	2,751	8.6	781	2.4	2,645	8.2	738	2.3	1,451	4.5	660	2.1	2,151	6.7	11,177	34.8
Bromley	2,002	6.2	363	1.1	2,464	7.7	770	2.4	1,527	4.8	262	0.8	2,342	7.3	9,730	30.3
Camden	2,202	9.4	1,050	4.5	2,827	12.0	789	3.4	1,496	6.4	3,187	13.6	1,861	7.9	13,412	57.1
Croydon	3,336	8.9	746	2.0	2,919	7.8	903	2.4	2,013	5.4	494	1.3	3,098	8.2	13,509	35.9
Ealing	2,689	7.9	629	1.8	2,772	8.1	717	2.1	2,280	6.7	548	1.6	2,424	7.1	12,059	35.2
Enfield	2,338	7.2	858	2.6	2,812	8.7	632	1.9	2,070	6.4	444	1.4	2,123	6.5	11,277	34.7
Greenwich	2,453	9.1	471	1.8	1,933	7.2	629	2.3	1,267	4.7	474	1.8	2,197	8.2	9,424	35.1
Hackney	2,761	10.5	1,024	3.9	2,359	9.0	583	2.2	1,711	6.5	2,464	9.4	2,126	8.1	13,028	49.5
Hammersmith and Fulham	1,672	9.4	394	2.2	1,536	8.6	618	3.5	1,833	10.3	814	4.6	1,477	8.3	8,344	46.8
Haringey	2,649	9.9	1,183	4.4	2,641	9.9	788	2.9	1,807	6.8	1,147	4.3	2,133	8.0	12,348	46.2
Harrow	1,313	5.3	318	1.3	1,581	6.4	193	0.8	1,061	4.3	277	1.1	1,167	4.7	5,910	24.0
Havering	1,624	6.6	361	1.5	1,944	7.9	752	3.1	1,054	4.3	317	1.3	1,584	6.4	7,636	31.0
Hillingdon	2,352	8.0	340	1.2	2,469	8.4	552	1.9	1,950	6.7	392	1.3	2,290	7.8	10,345	35.3
Hounslow	2,170	8.2	399	1.5	1,799	6.8	482	1.8	1,991	7.5	443	1.7	2,122	8.0	9,406	35.4
Hillingdon	2,203	10.0	997	4.5	2,310	10.5	809	3.7	1,299	5.9	3,653	16.5	2,016	9.1	13,287	60.1
Hillingdon and Chelsea	1,248	8.0	409	2.6	1,563	10.0	752	4.8	1,426	9.1	1,264	8.1	1,047	6.7	7,709	49.4
Hillingdon upon Thames	1,025	6.0	92	0.5	943	5.5	137	0.8	485	2.9	330	1.9	1,026	6.0	4,038	23.8
Hillingdon	3,431	10.8	1,217	3.8	2,604	8.2	898	2.8	1,952	6.1	1,903	6.0	2,636	8.3	14,641	46.0
Lewisham	2,623	9.0	806	2.8	2,087	7.1	831	2.8	1,559	5.3	506	1.7	2,425	8.3	10,837	37.1
Merton	1,241	6.1	269	1.3	1,545	7.6	390	1.9	923	4.5	250	1.2	1,428	7.0	6,046	29.7
Newham	3,214	9.9	1,445	4.5	2,185	6.7	916	2.8	2,322	7.2	1,434	4.4	2,335	7.2	13,851	42.7
Redbridge	1,935	6.6	653	2.2	2,435	8.3	823	2.8	1,623	5.5	512	1.7	1,637	5.6	9,618	32.8
Richmond upon Thames	846	4.4	144	0.7	1,547	8.0	358	1.8	882	4.6	179	0.9	1,072	5.5	5,028	26.0
Southwark	2,990	9.9	1,266	4.2	2,913	9.6	880	2.9	1,602	5.3	1,434	4.7	2,524	8.3	13,609	45.0
Sutton	1,248	6.3	181	0.9	1,380	7.0	267	1.3	802	4.0	152	0.8	1,376	6.9	5,406	27.3
Tower Hamlets	2,822	9.9	1,130	4.0	2,342	8.2	978	3.4	1,527	5.4	1,359	4.8	2,425	8.5	12,583	44.3
Waltham Forest	2,352	8.8	692	2.6	2,198	8.2	713	2.7	1,596	6.0	547	2.0	1,817	6.8	9,915	37.0
Wandsworth	2,218	7.1	459	1.5	2,483	8.0	1,042	3.3	1,742	5.6	686	2.2	1,877	6.0	10,507	33.7
Westminster	3,189	13.7	1,501	6.4	3,244	13.9	852	3.7	2,001	8.6	6,060	26.0	2,016	8.6	18,863	80.9
Greater London Totals:	70,345	8.2	21,526	2.5	70,950	8.3	21,695	2.5	49,465	5.8	33,236	3.9	62,233	7.3	329,450	38.6

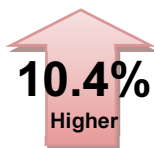
MOPAC Crimes in Harrow - Latest 24 months (October 2013 through September 2015)

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



Violence with Injury

This includes a range of offences such as Murder, Wounding / GBH and Assault with Injury.

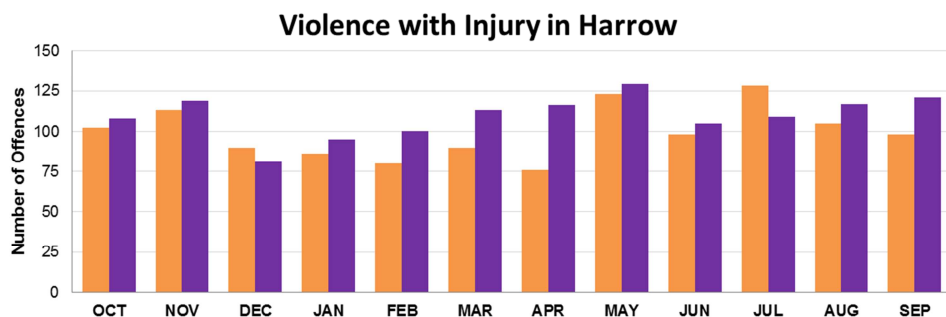


There was a total number of 1,313 offences during Period 2, which is up from the Period 1. This translates to a 10.4% increase or 124 additional offences in Period 2. The chart below also shows the number of offences in boroughs around Harrow and in Greater London.

Violence with Injury	Period 1 - Previous		Period 2 - Current		Offences Change
	Offences	Rate	Offences	Rate	
Harrow	1,189	4.9	1,313	5.3	+10.4
Barnet	1,846	5.0	2,085	5.6	+12.9
Brent	2,562	8.1	2,751	8.6	+7.4
Ealing	2,491	7.3	2,689	7.9	+7.9
Hillingdon	2,216	7.7	2,352	8.0	+6.1
Greater London	64,135	7.6	70,345	8.2	+9.7

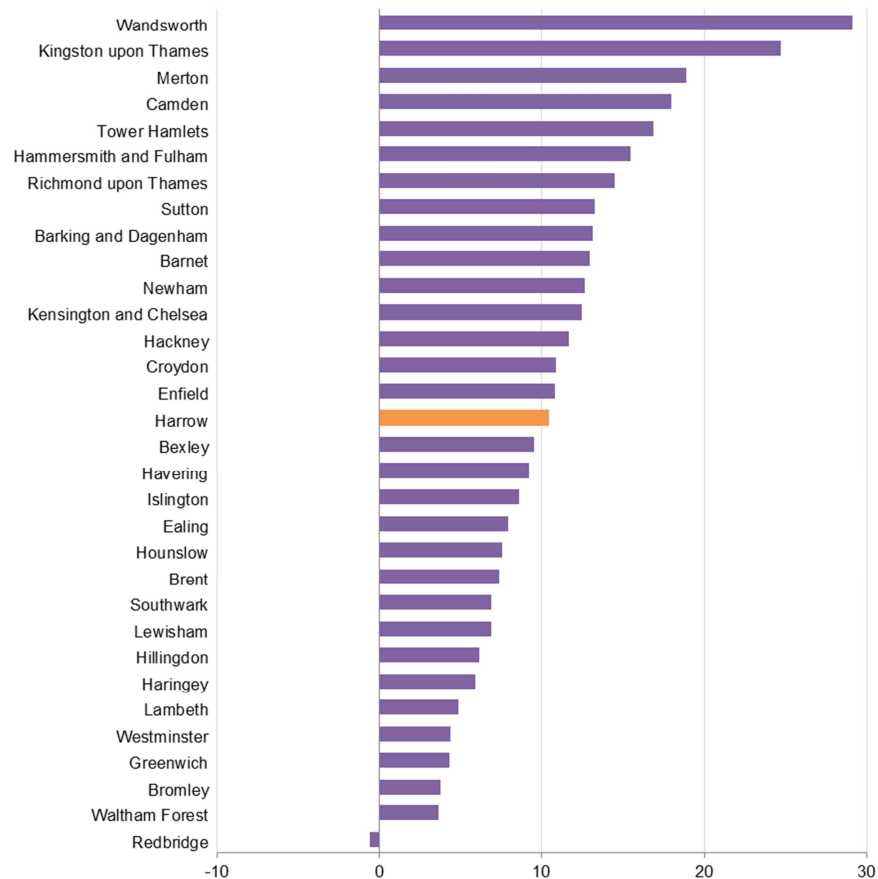
71

The chart below shows the number of offences recorded in Harrow during each month for Period 1 in orange and Period 2 in purple.



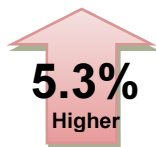
The following chart shows the change in crime from Period 1 in each London Borough. Harrow has an average increase in Violence with Injury within Greater London.

Violence with Injury: Percent Change - Period 1 & 2



Robbery

This includes crimes such as theft with the use of force or a threat of force. Personal robberies, commercial robberies and snatch are also included.

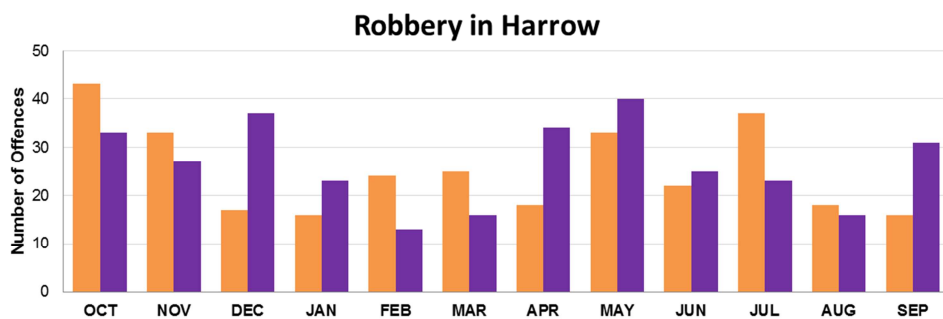


There was a total of 318 offences during Period 2, which is an increase from Period 1. This translates to a 5.3% increase or 16 additional offences in Period 2. The chart below also shows the number of offences in neighbouring boroughs and in Greater London.

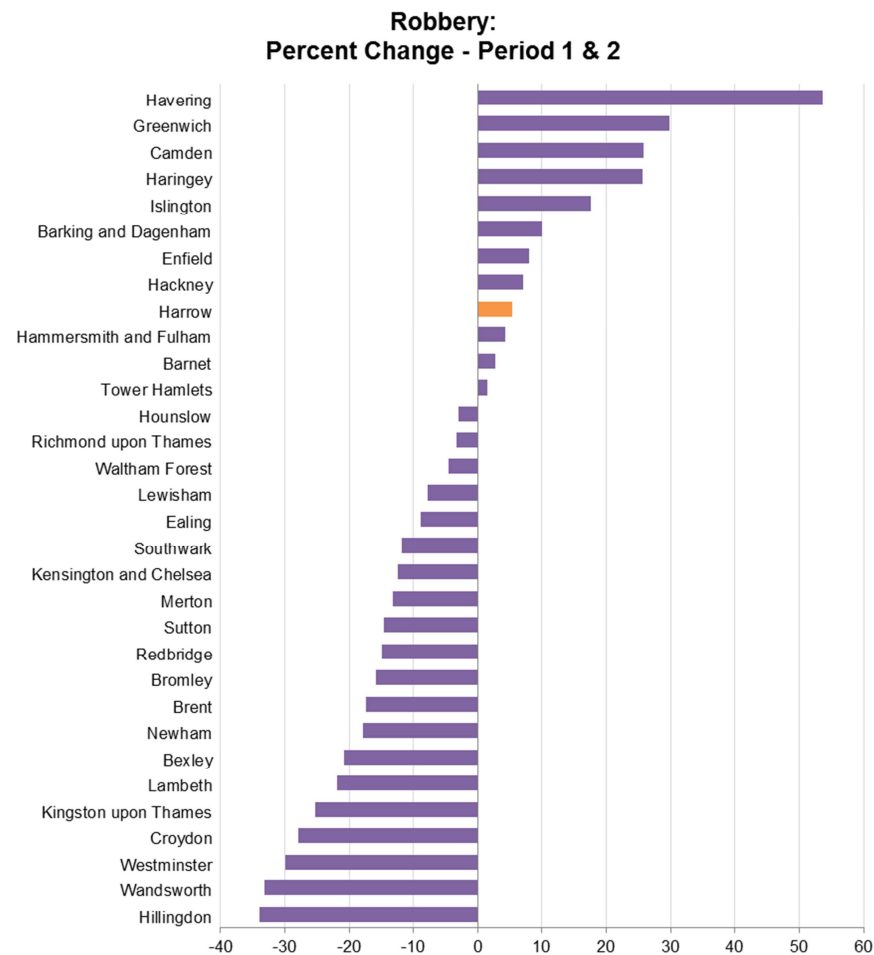
Robbery	Period 1 - Previous		Period 2 - Current		Offences Change
	Offences	Rate	Offences	Rate	
Harrow	302	1.2	318	1.3	+5.3
Barnet	613	1.7	630	1.7	+2.8
Brent	945	3.0	781	2.4	-17.4
Ealing	690	2.0	629	1.8	-8.8
Hillingdon	515	1.8	340	1.2	-34.0
Greater London	23,330	2.8	21,526	2.5	-7.7

72

The chart below shows the number of offences recorded in Harrow during each month for Period 1 in orange and Period 2 in purple.

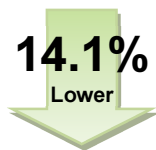


The following chart shows the change in crime from Period 1 and Period 2 by each London Borough. Harrow has recorded an increase but it was to the lower end of the boroughs with any increase within Greater London. More than half of boroughs saw a decrease in robbery between Periods 1 and 2



Burglary

This includes the theft, or attempted theft, from a residential or commercial building/premises where access is not authorised. Damage to a building/premises that appears to have been caused by a person attempting to enter to commit a burglary, is also counted as burglary.

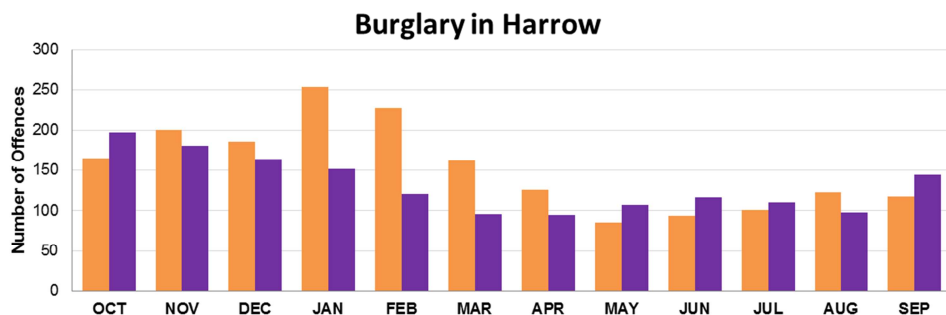


There was a total of 1,581 offences during Period 2, which is down from Period 1. This translates to a 14.1% decrease or 259 fewer offences in Period 2. The chart below also shows the number of offences in boroughs around Harrow and in Greater London.

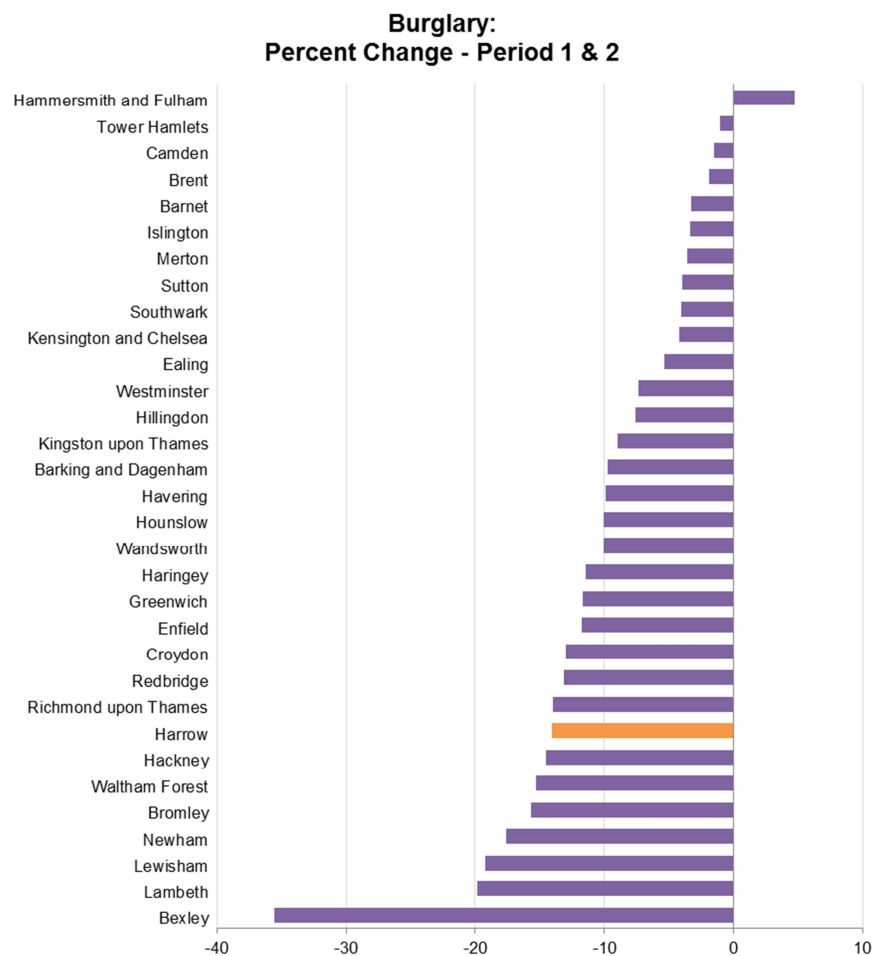
Burglary	Period 1 - Previous		Period 2 - Current		Offences Change
	Offences	Rate	Offences	Rate	
Harrow	1,840	7.6	1,581	6.4	-14.1
Barnet	3,772	10.2	3,647	9.7	-3.3
Brent	2,697	8.5	2,645	8.2	-1.9
Ealing	2,929	8.6	2,772	8.1	-5.4
Hillingdon	2,672	9.3	2,469	8.4	-7.6
Greater London	78,874	9.4	70,950	8.3	-10.0

73

The chart below shows the number of offences recorded in Harrow during each month for Period 1 in orange and Period 2 in purple.

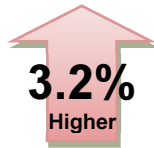


The following chart shows the change in crime from Period 1 and Period 2 by each London Borough. Harrow has shown an impressive reduction in burglary within Greater London.



Theft of a Motor Vehicle

This includes the theft / taking of a motor vehicle or a similar type of motor vehicle.

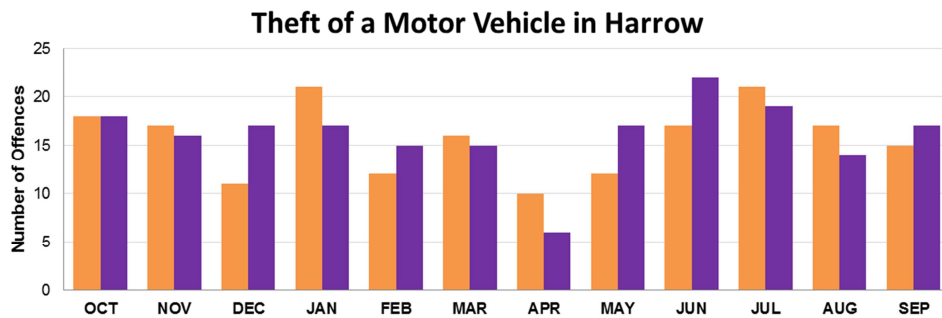


There was a total of 193 offences during Period 2, which is up from the previous Period. This translates to a 3.2% increase or 6 additional offences in Period 2. The chart below also shows the number of offences in boroughs around Harrow and in Greater London.

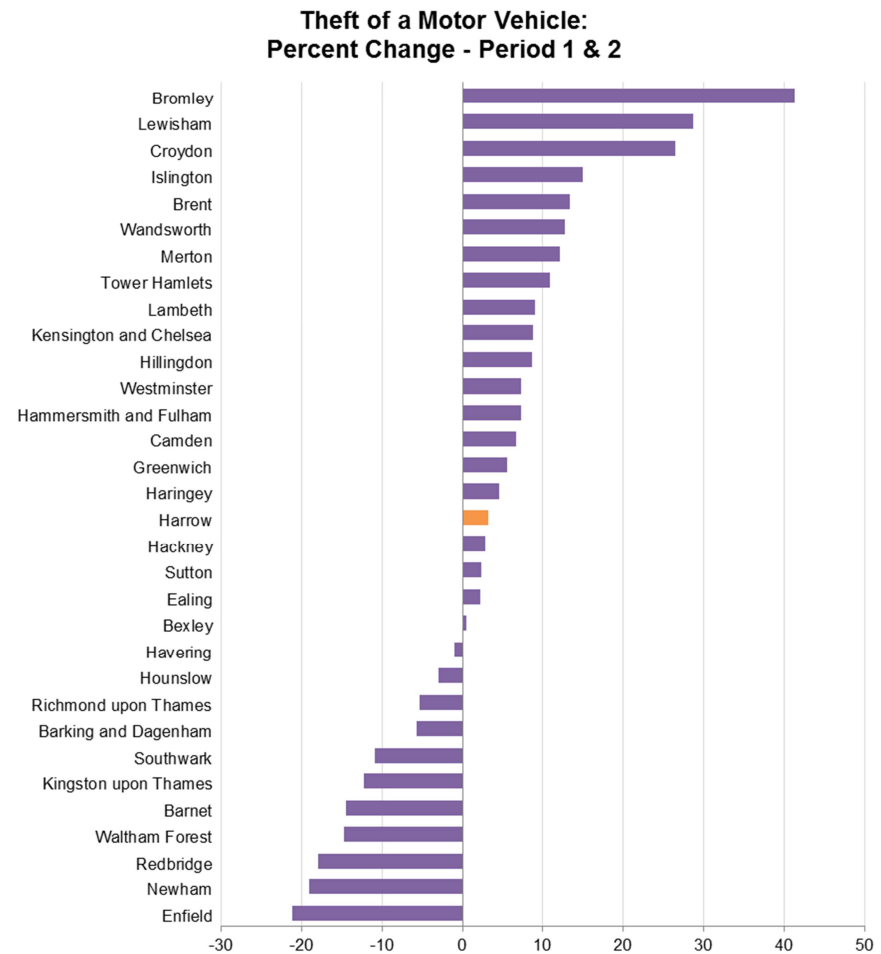
Theft of a Motor Vehicle	Period 1 - Previous		Period 2 - Current		Offences Change
	Offences	Rate	Offences	Rate	
Harrow	187	0.8	193	0.8	+3.2
Barnet	758	2.1	648	1.7	-14.5
Brent	651	2.1	738	2.3	+13.4
Ealing	701	2.0	717	2.1	+2.3
Hillingdon	508	1.8	552	1.9	+8.7
Greater London	21,216	2.5	21,695	2.5	+2.3

74

The chart below shows the number of offences recorded in Harrow during each month for Period 1 in orange and Period 2 in purple.

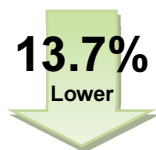


The following chart shows the change in crime from Period 1 and Period 2 by each London Borough. Harrow has shown a small increase in a theft of a motor vehicle within Greater London.



Theft from a Motor Vehicle

This includes theft of an item or object from a Motor Vehicle.

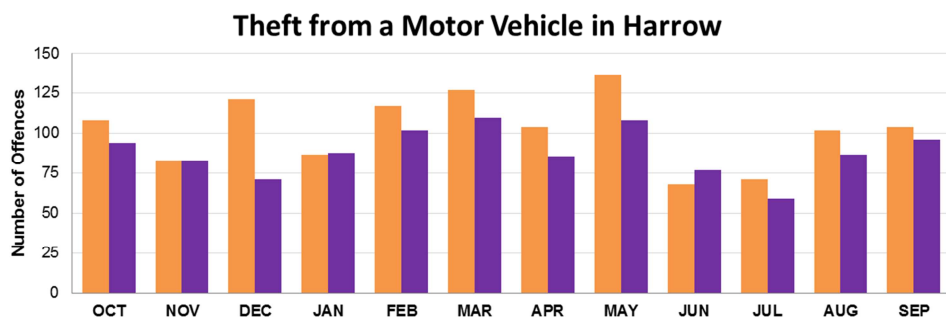


There was a total of 1,061 offences during Period 2, which is down from the Period 1. This translates to a 13.7% decrease or 168 fewer offences in Period 2. The chart below also shows the number of offences in boroughs around Harrow and in Greater London.

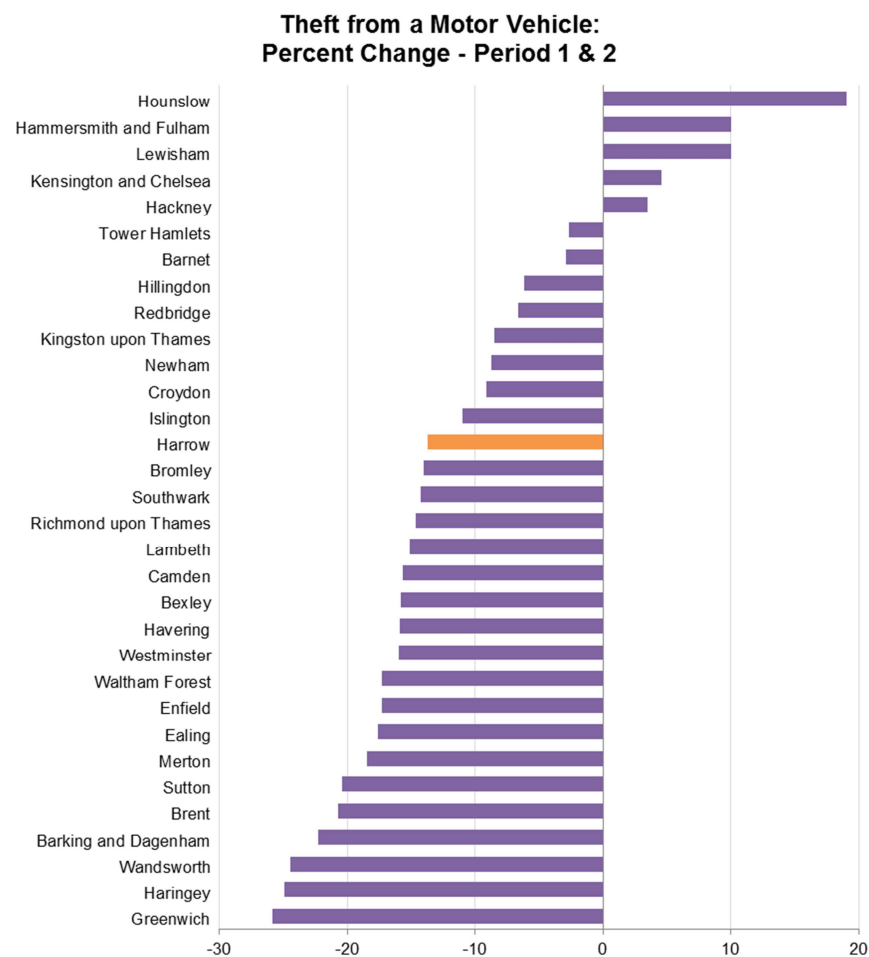
Theft from a Motor Vehicle	Period 1 - Previous		Period 2 - Current		Offences Change
	Offences	Rate	Offences	Rate	
Harrow	1,229	5.0	1,061	4.3	-13.7
Barnet	2,413	6.5	2,343	6.2	-2.9
Brent	1,829	5.8	1,451	4.5	-20.7
Ealing	2,766	8.1	2,280	6.7	-17.6
Hillingdon	2,078	7.2	1,950	6.7	-6.2
Greater London	55,831	6.6	49,465	5.8	-11.4

75

The chart below shows the number of offences recorded in Harrow during each month for Period 1 in orange and Period 2 in purple.

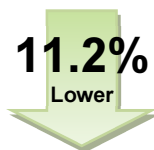


The following chart shows the change in crime from Period 1 and Period 2 by each London Borough. Harrow has shown a good reduction in theft from a motor vehicle within Greater London.



Theft from a Person

This includes theft from a person, pickpocket and other theft.

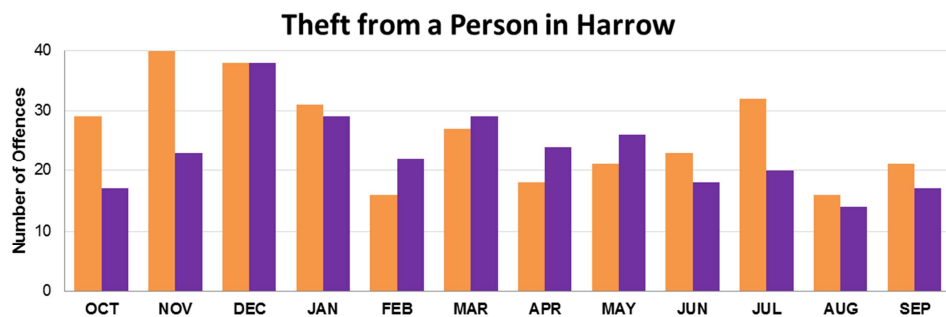


There was a total of 277 offences during Period 2, which is down from Period 1. This translates to a 11.2% decrease or 35 fewer offences in Period 2. The chart below also shows the number of offences in boroughs around Harrow and in Greater London.

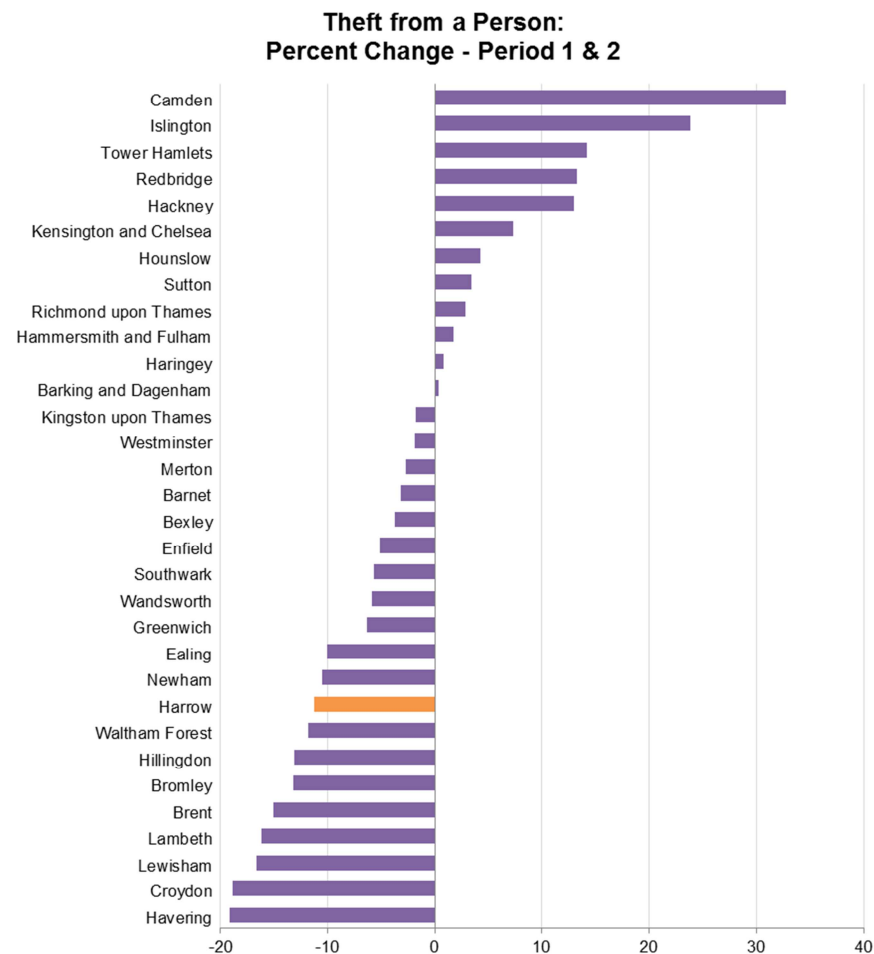
Theft from a Person	Period 1 - Previous		Period 2 - Current		Offences Change
	Offences	Rate	Offences	Rate	
Harrow	312	1.3	277	1.1	-11.2
Barnet	637	1.7	617	1.6	-3.1
Brent	777	2.4	660	2.1	-15.1
Ealing	609	1.8	548	1.6	-10.0
Hillingdon	451	1.6	392	1.3	-13.1
Greater London	32,647	3.9	33,236	3.9	+1.8

76

The chart below shows the number of offences recorded in Harrow during each month for Period 1 in orange and Period 2 in purple.

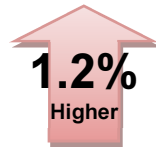


The following chart shows the change in crime from Period 1 and Period 2 by each London Borough. Harrow has shown some of the lowest decreases of theft from a person within Greater London.



Criminal Damage

This includes offences such as damage to a dwelling, damage to other buildings, damage to a motor vehicle and other criminal damage offences.

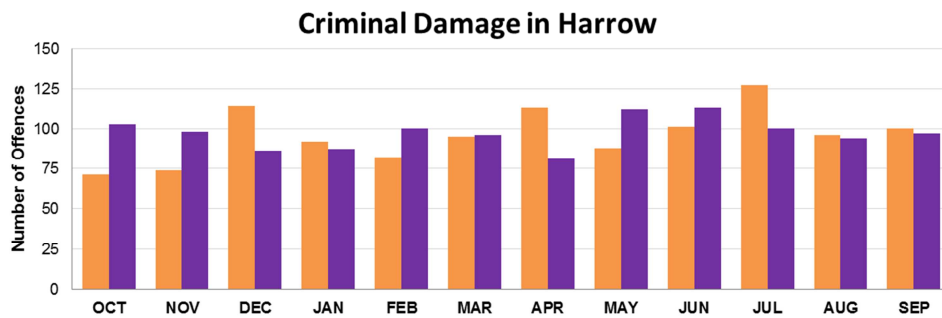


There was a total of 1,167 offences during Period 2, which is up from Period 1. This translates to a 1.2% increase or 14 additional offences in Period 2. The chart below also shows the number of offences in boroughs around Harrow and in Greater London.

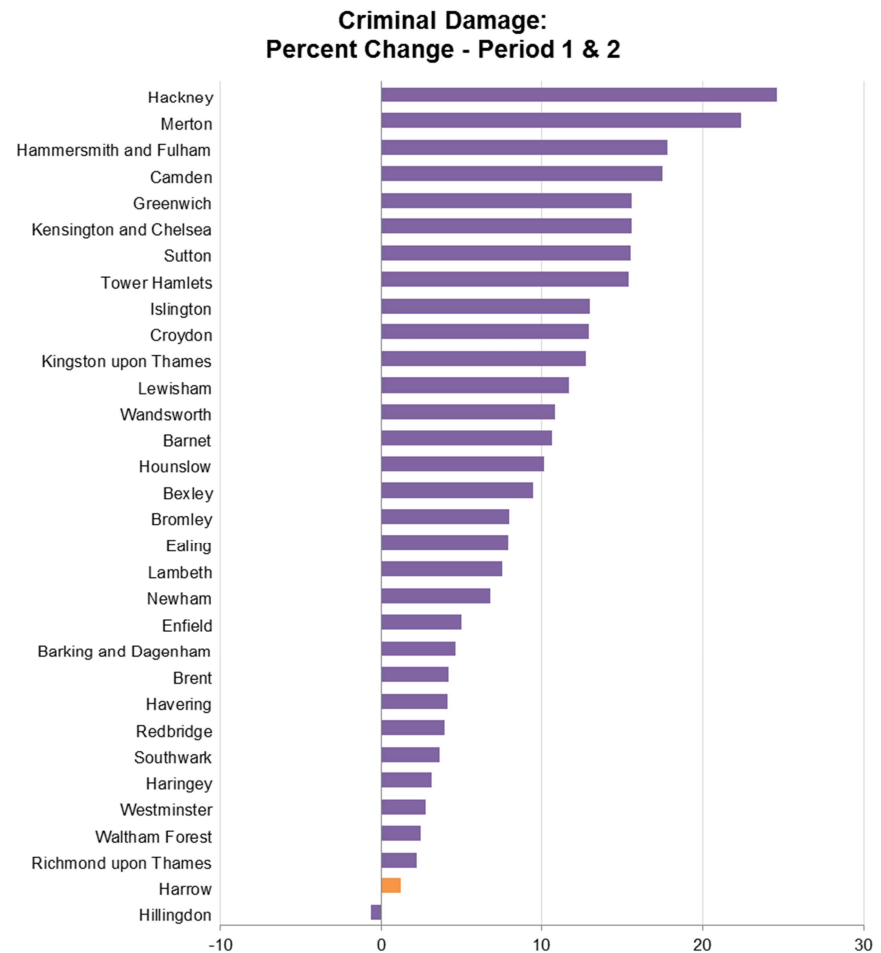
Criminal Damage	Period 1 - Previous		Period 2 - Current		Offences Change
	Offences	Rate	Offences	Rate	
Harrow	1,153	4.7	1,167	4.7	+1.2
Barnet	1,991	5.4	2,202	5.9	+10.6
Brent	2,064	6.5	2,151	6.7	+4.2
Ealing	2,247	6.6	2,424	7.1	+7.9
Hillingdon	2,305	8.0	2,290	7.8	-0.7
Greater London	57,081	6.8	62,233	7.3	+9.0

77

The chart below shows the number of offences recorded in Harrow during each month for Period 1 in orange and Period 2 in purple.



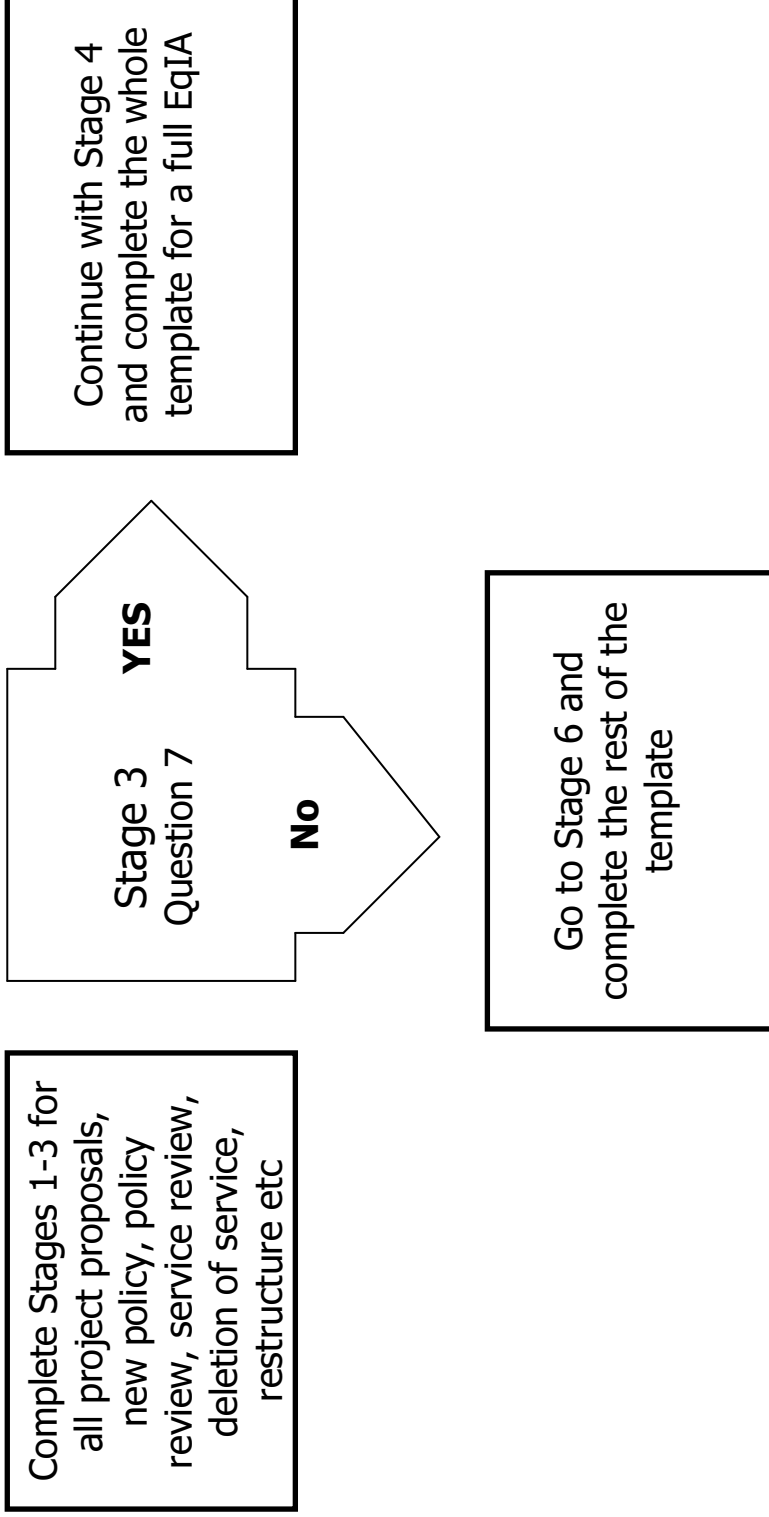
The following chart shows the change in crime from Period 1 and Period 2 by each London Borough. Harrow has shown the lowest increase in criminal damage within Greater London.



This page is intentionally left blank

Equality Impact Assessment Template

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



Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	✓
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other		Other	
Title of Project:	The Community Safety Strategy for 2016-2019		
Directorate/Service responsible:	Resources to co-ordinate; all to deliver		
Name and job title of lead officer:	Mike Howes, Senior Policy Officer		
Name & contact details of the other persons involved in the assessment:			
Date of assessment:	June 2015		
Stage 1: Overview			
<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>		<p>To set priorities for community safety activity over the years 2016-2019 so that the Council, the Police, the Health Service, voluntary and community organisations and others share a common direction of travel in relation to community safety.</p> <p>The major priorities are Terrorism and Radicalisation, Child Sexual Exploitation, Gangs and Domestic and Sexual Violence. These are seen as potentially community changing crimes and represent the biggest risks to the community. The previous strategies have focused on "MOPAC 7" crimes; Burglary; Violence with Injury; Vandalism; Theft from the Person; Robbery; Theft of a Vehicle and Theft from a Vehicle; as well as Anti-social behaviour; Domestic Violence and reducing re-offending. These crimes were identified by the Mayor as having the greatest</p>	

impact on the public while ASB causes the greatest local concern, and domestic violence makes up a higher proportion of crime in Harrow than in any other London Borough. Reducing re-offending should help achieve these other crime reduction priorities. While these crimes are important, their collective impact is not as great as, for example, a terrorist incident. MOPAC 7 crimes in Harrow have also reduced by 23.5% over the last five years, a significantly larger reduction than for London as a whole and Harrow is now one of the safest Boroughs in London as measured by MOPAC 7 crimes per thousand population.

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

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

81

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

- Who are the partners?
- Who has the overall responsibility?
- How have they been involved in the assessment?

All Council Directorates, the Police, The Probation Service, the Fire Service, Harrow Magistrates, the Health Service and the Voluntary and Community Sector.

Safer Harrow has considered the Annual Crime Report which analyses crime and ASB trends and drew up the priorities contained within the Community Safety Strategy. Had any adverse impacts been identified in this report, they would have been reported to Safer Harrow to consider changing the Strategy.

Stage 2: Evidence / Data Collation

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

(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action

Plan at Stage 7)

Age (including carers of young/older people)	<p>Of the crime types where the age of the victim and the suspect might be relevant, Robbery and Violence with Injury have similar profiles with both victims and suspects being predominantly young. For example, for Violence with Injury and Robbery, more than half of victims were younger than 34 while less than a fifth of victims were aged 45 or more.</p> <p>The majority of suspects for both Robbery and Violence with injury were under 35</p>
Disability (including carers of disabled people)	No data on crime affecting this protected characteristic
Gender Reassignment	No data on crime affecting this protected characteristic
Marriage/Civil Partnership	No data on crime affecting this protected characteristic
Pregnancy and Maternity	No data on crime affecting this protected characteristic
Race	<p>Of the crime types where the ethnicity of the victim and of the suspect might be relevant, there is no clear pattern.</p> <p>Reported Racist and Religious Hate Crime, which are recorded together showed a 35% increase in the year to November 2015 increasing from 244 to 329. There is thought to be significant under reporting in this crime area.</p>
Religion and Belief	Faith Hate crime increased from 30 to 41 offences in the year to November 2015. There is thought to be significant under reporting in this crime area.
Sex/Gender	Victims of Robbery and Violence with Injury were predominantly were male. 91% of victims of reported Domestic Abuse were female.
Sexual Orientation	There were 20 reported homophobic offences in the year to November 2015, an increase of 6. There is thought to be significant under reporting in this crime area.
Socio Economic	No data on the variable impact of crime on people in different socio-economic is available.
<p>5. What consultation have you undertaken on your proposals?</p>	

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).						
Safer Harrow	Debate at meetings of Safer Harrow	There needs to be more attention paid to encouraging victims of Racist, Faith Hate and Homophobic crimes, as well as of Domestic Violence to report offences.	The proposals have been modified to reflect the advice and expertise of Safer Harrow members						
<p>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>03 03 Harrow is now one of the safest Borough in London as measured by MOPAC 7 crimes per thousand population.</p>									
<p>Stage 3: Assessing Potential Disproportionate Impact</p> <p>7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?</p>									
Yes	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
No	X	X	X	X	X	X	X	X	X

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

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

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

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

Stage 4: Collating Additional data / Evidence

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

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

04

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

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

Stage 5: Assessing Impact and Analysis

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

Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)				
85 Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity									
Race									
Religion or Belief									
Sex									
Sexual orientation									
<p>11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p> <p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>									
							Yes		No
							Yes		No

12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation

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

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

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

Page 6: Decision

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

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.	✓
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

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

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

88

Stage 8 - Monitoring

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

<p>15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? (<i>Also Include in Improvement Action Plan at Stage 7</i>)</p>	<p>The Crime Report is produced annually and the Community Safety Strategy updated to reflect changing circumstances. Therefore, a change in the crime pattern affecting one or more protected characteristic will be highlighted early in the new financial year.</p>
<p>16. How will the results of any monitoring be analysed, reported and publicised? (<i>Also Include in Improvement Action Plan at Stage 7</i>)</p>	<p>Regular crime monitoring at Safer Harrow will enable the impact of the actions proposed in the Community Safety Strategy to be assessed and changes made to the</p>

17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No	
Stage 9: Public Sector Equality Duty		
18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups. (Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)		
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
The Strategy includes a recognition of the importance of Community Cohesion in setting a climate in which crime is regarded as unacceptable. Community Cohesion is enhanced by more comprehensive reporting of crimes and especially Hate Crime and its prompt and robust investigation.		Reducing crime increases community confidence and cohesion, enabling people from different backgrounds more easily to trust each other
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)		
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.		
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?		
Signed: (Lead officer completing EqIA)	Mike Howes	Signed: (Chair of DETG) Alex Dewsnap
Date:		Date:

Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	
---	--	------------------------	--

REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 19th April 2016

Subject: Equalities Vision and Objectives

Responsible Officer: Tom Whiting, Corporate Director
Resources and Commercial

Exempt: No

Wards affected: All

Enclosures: Corporate Equality Objectives Action
Plan

Section 1 – Summary and Recommendations

This report sets out a summary of the recommendations agreed by the Corporate Equalities Group arising from the Equalities review undertaken to develop a 'Vision' for the Council for Equalities and revise the Corporate 'Equality Objectives' which are a requirement of the Public Sector Equality Duty (PSED) introduced by the Equality Act 2010.

Recommendations:

Members are requested to:

- Comment on the proposed 'Vision' for Equalities;
- Comment on the revised Corporate Equality Objectives and the Action Plan to support these (Appendix 1)

Section 2 – Report

Introduction

1. Harrow is one of the most ethnically and religiously diverse boroughs in London with people of many different backgrounds and life experiences living side by side. It is the richness of this diversity, and the positive impact that it has on the borough and our community, that we believe helps make Harrow such a great place to live, work and visit. We know that the borough's diversity is something to value and encourage and this report highlights our commitment to maintaining and building on our strengths by ensuring equality and diversity is integral to everything we do.
2. Our diverse population generates a range of needs and expectations all of which the Council needs to understand in order to provide appropriate services. As resources become scarcer, it is even more important to understand the community, their needs and aspirations and to be able to get necessary changes in services right first time.

Background

3. The Council has been focusing on equality as a means of service improvement for a long time. We continue to be determined to provide the best possible opportunities for the people of Harrow by: ensuring that our workforce is reflective of the Borough's population; that people using our services feel that they are treated with dignity and respect at all times: working hard with businesses to get investment in jobs and local facilities: tackling unemployment; and ensuring the best possible health and care services for our residents.
4. In the last few years, the council has made great progress with regards to advancing equality of opportunity for both our staff and service users as well as mainstreaming equalities across the organisation. However, with local authorities facing continuing financial pressures, reduction in resources and capacity available and with the recent senior management restructure we are conscious that we need to review the way we work so

we can continue ensuring equalities is central to everything we do. In September 2015, the Corporate Equalities Group (CEG) commissioned a review to further mainstream equalities across the organisation with a view to identifying how we can streamline and improve policies and procedures taking into consideration the reduction in resources and capacity across the organisation, new organisation values and senior management restructure so we are clear what the focus and priorities for equalities should be in the Council and how we will deliver this agenda..

Objectives of the Review:

- to develop a corporate 'Vision' for Equality and Diversity to mainstream equalities across the organisation so it becomes 'everyone's business' to make a real difference for all our staff, members and service users.
 - to review the Corporate Equality Objectives and priorities for 2016/17
 - to review the governance to mainstream equalities across the organisation.
5. This paper sets out the key findings from the review that were presented to and agreed by the CEG at their meeting on the 23rd February 2016.

Consultation and Engagement to Develop our Vision and Corporate Equality Objectives / Priorities

6. Two workshops (one for staff and members and one for representatives from the Voluntary and Community Sector) took place in January this year to help shape our 'Vision' and review the Corporate Equality Objectives. The workshops were very well attended with forty four people participating in total. A consultation also took place with members of the CEG and Directorate Equality Task groups (DETGs) to review the governance framework for mainstreaming equalities across the Council.
7. Following feedback from the workshops, a number of draft proposals for a 'vision' and a set of revised Corporate Equality Objectives were developed and presented to the CEG on the 26th January this year and delegates who attended the workshops were also consulted on these. Following this feedback, the options for the vision were shortlisted to two and the objectives narrowed down to three. The following vision and objectives were agreed by the CEG at their meeting on the 23rd February 2016.

Vision: A proud, fair & cohesive Harrow, a great place to live, work & visit

<h4>Corporate Equality Objectives</h4>

- | |
|---|
| <ul style="list-style-type: none">• An inclusive workforce that feels valued, respected and reflects our community• An improved understanding of our communities to ensure services are fair, equitable and accessible to all• Promote and celebrate the diversity of our Borough and foster community cohesion |
|---|

8. The feedback from the CEG and workshops was that the council should focus on a few priorities and do them well, rather than spreading itself across a broad range of things and risk not progressing any of them, in order to make a real difference for our residents, service users and staff. The priorities to support the objectives have been derived from the challenges still facing us, recommendations from this year's Annual Equalities Progress report as well as feedback from the workshops. The priorities and actions to achieve these, together with the outcomes desired are available in **Appendix 1**.

Roles and Responsibilities

9. With the reduced capacity and stretching demands, it is even more important to ensure equalities is mainstreamed within the organisation and it becomes everyone's business. It is also important to ensure everyone is clear regarding the governance, roles and responsibilities around the equalities agenda. The review looked at the current structure for equalities within the council and the key findings presented to and agreed by the CEG are as follows:
 10. **Policy Team** – The strategic lead for equalities sits within the Policy Team in Strategic Commissioning. The Policy Team will continue to provide strategic leadership on the equalities agenda and support the CEG and Directorate Equality Task Groups (DETGs) to deliver their action plans and mainstream equality and diversity in to everything we do.
 11. **Corporate Equalities Group** – the CEG meets on a bimonthly basis and is the Council's strategic group leading on and agreeing the equalities agenda and monitors equalities outcomes and progress. It is chaired by the Corporate Director of Resources and Commercial and the membership includes the Portfolio Holder for Equalities, chairs of the DETGs, representatives from the unions, Legal, the staff Making a Difference Group (MADG), the policy team and from voluntary and community sector organisations (who either represent specific protected characteristics or a more general oversight of the equalities agenda).
 12. **Directorate Equality Task Groups (DETGs)** – DETGs play a key role in supporting the CEG in implementing the equalities agenda and mainstreaming equalities within their Directorates. DETGs are also instrumental in the implementation of the corporate equality objectives action plan, including proactively monitoring an annual programme of EqlAs for the directorate and ensuring key performance targets such as staff completing equality and diversity training is monitored.
 13. **Staff Making a Difference Group (MADG)** – the staff MADG will continue to play a key role in representing staff at the CEG, engaging with the Council in the development of staff related policies and procedures and proactively promote equality and celebrate diversity.

Performance Issues

14. The 'Vision' and 'Objectives' support the Council's Corporate Priorities and the progress will be measured against existing measures from directorate scorecards. The measures used to monitor our performance

against the Equality Objectives have been identified through the service planning process.

15. In line with the existing performance process, directorates will produce quarterly progress reports against their directorate scorecards for the Improvement Boards. These will then be forwarded to the Policy Officer for Equalities and Diversity to produce annual progress reports for Cabinet, Overview and Scrutiny Committee, the Corporate Equalities Group and the Corporate Strategic Board (CSB).
16. This will not only mainstream equalities within existing processes and service plans but also adhere to the COUNT (collate once use numerous times) framework.
17. Although the objectives being proposed will be reviewed every four years as required by the PSED, the targets and performance measures to achieve these objectives will be reviewed and set on an annual basis through our service planning cycle.

Environmental Impact

18. There are no direct environmental impacts of this decision.

Risk Management Implications

19. There are no direct risk management implications of this decision.

Legal Implications

20. The Public Sector Equality Duty, arising from the Equality Act 2010, requires public bodies to develop and publish a set of Corporate Equality Objectives. The proposed recommendations for Cabinet to agree and adopt these will ensure we are compliant with this requirement.

Financial Implications

21. The 'Equality Objectives' support the Council's Corporate Priorities and the progress will be measured against existing priorities and measures from directorate scorecards. Therefore Directorates are not being asked to undertake any additional work and costs will be contained within existing budgets.

Equalities implications / Public Sector Equality Duty

22. The 'Equality Objectives' will actually address inequality, advance equality of opportunity and foster good relations and help the Council to comply with the statutory requirements of the Public Sector Equality Duty (PSED) introduced by the Equality Act 2010.

Council Priorities

23. The proposed 'Vision' and Corporate Equality Objectives support the Council's Corporate Priorities for making a difference for the vulnerable, communities and families.

Section 3 - Contact Details and Background Papers

Contact: Mohammed Ilyas, Policy Officer Equality and Diversity Ext. 2322

CORPORATE EQUALITIES OBJECTIVES

Action Plan



A Proud, Fair & Cohesive Harrow, a Great Place to Live, Work & Visit

CORPORATE EQUALITY OBJECTIVES ACTION PLAN 2016/17

Objective: An inclusive workforce that feels valued, respected and reflects our community				
Priority (needs identified) Reasons	Actions What specific actions that are needed to deliver each priority?	Anticipated Outcomes	Strategic Lead (SL) Operational Lead (OL) Accountability (A)	How will this be measured
<p>Improve on our position in Stonewalls Workplace Index, targeting a place in the top 200</p> <p>Reason – 80.34% of staff did not answer the question around sexual orientation when this was introduced in the staff diversity monitoring in 2012. The latest (2014/15) report highlights this still stands at 77.23%.</p> <p>Staff Survey - 20% of gay men and 38% of lesbians strongly disagreed/disagreed with the statement that <u>Harrow demonstrates through its actions that it is committed to being an equal opportunities employer.</u></p> <p>38% of lesbian staff also strongly disagreed/disagreed with the statement <u>I am treated with fairness and respect at</u></p>	<p>See Action Plan</p>	<p>Achieve a place in the top 200 of the Workplace Equality Index</p> <p>A more inclusive workplace for LGBT staff and members</p> <p>Staff feel valued, respected and comfortable to be themselves at work</p>	<p>Corporate Equalities Group (A)</p> <p>Policy Officer - Equality & Diversity (SL)</p> <p>Directorate Equality Task Groups (OL)</p>	<p>Regular progress reports to CEG</p> <p>Incorporate progress against this in the Annual Equalities Progress Report to the Performance and Finance Committee</p> <p>KPI - Achieving a top 200 place in the workplace index in 2016</p>

A Proud, Fair & Cohesive Harrow, a Great Place to Live, Work & Visit

<p><u>Harrow</u></p> <p><i>45 % lesbian and 40% gay men strongly disagreed/disagreed with the statement Systems for reward and recognition in Harrow are fair and transparent</i></p>	<p>Achieve a more comprehensive profile of the workforce by improving the reporting and recording of protected characteristics, particularly disability.</p> <p>Reason – a significant % of staff have not provided any social identity information, especially on disability and sexual orientation.</p>	<p>Encourage staff to update social identity data profiles as part of campaign to promote changes in SAP ESS data recording.</p> <p>Utilise values and culture change programme to make clear statements around how diversity is integrated into the values, e.g. Do it together is about respect, valuing each other etc.</p>	<p>A comprehensive profile of the workforce with an increase % of staff providing social identity information (especially against sexual orientation, and religion and belief)</p>	<p>Corporate Equalities Group (A)</p> <p>HR & OD (SL & OL)</p> <p>Supported by DETGs</p>	<p>Quarterly reports to Improvement Boards and the CEG</p> <p>KPI - % of staff providing social identity information</p>
<p>Improve the proportion of BAME and disabled staff at senior pay bands</p> <p>Reason - Across the Council, the proportion of BAME employees is greatest in the lower pay bands and reduces at higher pay bands. When the snapshot of the workforce was taken on 31 March 2015, there were no</p>	<p>Embed the delivery of diversity outcomes at senior level with clarity about who is responsible for driving this agenda.</p> <p>Build a critical mass of senior role models from under-represented groups</p>	<p>An increased percentage of BAME and disabled staff at senior pay bands</p>	<p>Corporate Equalities Group (A)</p> <p>HR & OD (SL & OL)</p> <p>Supported by</p>	<p>Quarterly reports to Improvement Boards and the CEG</p> <p>KPI - Proportion of Black, Asian & Minority Ethnic (BAME) employees</p> <p>KPI - Proportion of disabled employees</p>	

<p>employees who had declared their ethnicity as BAME at pay band 6 (Director level and above).</p> <p>The representation of employees who have declared a disability remains low at all levels of the organisation.</p>	<p>Continue to promote leadership development to improve opportunities for BAME and other under-represented staff groups. Consider targeted development to increase the 'talent pipeline' from under-represented groups.</p> <p>Monitor application of the performance appraisal scheme to ensure there is no indication of bias.</p>	<p>DETGs</p>	<p>KPI - % of top 5% of earners who are BAME</p> <p>KPI - % top 5% of earners who are disabled</p>
<p>Improve the recruitment, support and retention of young people</p> <p>100% - The proportion of Harrow Council employees aged less than 25 years remains low at 3.83%, and employees leaving the Council aged under 25 years, is higher than their representation in the workforce.</p>	<p>To increase the employment opportunities which are attractive to young people including apprenticeships, paid internships and other routes into employment.</p>	<p>Corporate Equalities Group (A)</p> <p>Economic Development HR & OD</p> <p>(SL & OL)</p> <p>Supported by DETGs</p>	<p>Quarterly reports to Improvement Boards and the CEG</p> <p>KPI - Proportion of Harrow Council employees aged less than 25</p>
<p>Objective: An improved understanding of our communities to ensure services are fair, equitable and accessible to all</p>			
<p>Priority (needs identified)</p> <p>Reasons</p>	<p>Actions</p> <p>What specific actions that</p>	<p>Anticipated Outcomes</p>	<p>Strategic Lead (SL)</p> <p>How will this be measured</p>

A Proud, Fair & Cohesive Harrow, a Great Place to Live, Work & Visit

	are needed to deliver each priority?	Operational Lead (OL) Accountability (A)	
<p>Review and strengthen monitoring systems across the council to ensure a consistent approach to collating and analysing diversity data to inform policy and service development</p> <p>Reason – The equalities data published in our Annual Equalities Progress Report for 2014/15 highlighted that data against some of the protected characteristics is not collated. There are also cases where the data available is not fully analysed.</p> <p>10 We have been feedback from frontline staff that they sometimes feel uncomfortable in requesting such information from service users.</p>	<ul style="list-style-type: none"> Review and update all our data collation systems to collate data on all nine Protected Characteristics Update all complaints reporting procedures to capture diversity monitoring information on all nine Protected Characteristics Incorporate diversity monitoring into My Harrow Account Deliver 'What's it got to do with you' workshops to all frontline staff Standardise data collection requirements for out-sourced services in all new/ renewed contracts, SLAs and specifications. 	<ul style="list-style-type: none"> Services are collating data on all nine Protected Characteristics Complaints are monitored and analysed against the nine Protected Characteristics to identify any trends We have a comprehensive set of diversity data from My Harrow Account users Frontline staff are confident in asking for and recording diversity monitoring data from service users Transparent, up-to date diversity data on community profiles and service users is easily accessible to the council for decision making and service development <p>Directorate Equality Task Groups (OL)</p> <p>Supported by the Intelligence Network & Procurement</p>	<p>Quality Assurance of EqIAs highlights that services are collected against all protected characteristics and analysing it in appropriate ways.</p> <p>Regular updates to the CEG</p> <p>Procurement Gateway</p>
<p>Continue to pursue the aspirations</p>	<p>The Charter pledges are:</p> <ul style="list-style-type: none"> Improve access for Deaf 	<p>Corporate</p>	<p>Six monthly audits of progress made against the</p>

<p>contained in the BSL Charter</p> <p>Reason – The BSL charter was adopted by the Council and endorsed by the CEG with a view to improve access to our services.</p> <p>The feedback around access to services was also a major outcome from the workshops undertaken to review the equality objectives and priorities.</p>	<p>people to local services and information;</p> <ul style="list-style-type: none"> Promote learning and high quality teaching of British Sign Language; (<i>Give all deaf children the option of a bilingual education (BSL/English)</i>) Give all deaf children the option of a bilingual education (BSL/English); Ensure key staff working with Deaf people meet minimum standards of BSL skills; and Consult with our local Deaf community on a regular basis 	<p>action or programme of actions that can fulfil the aspirations set out in the Charter. This will always remain a work in progress as there will always be new opportunities to develop service offers to make the Council more accessible.</p>	<p>Equalities Group (A)</p> <p>Directorate Equality Task Groups (OL)</p> <p>DETs to identify opportunities to advance the aspirations contained in the charter and implement actions accordingly.</p>	<p>pledges across the Council and the outcome of these audits will be reported to CEG</p> <p>Incorporate progress against this in the Annual Equalities Progress Report to the Performance and Finance Committee</p>
<p>10 20</p> <p>abledGo – increase the number of people who use the Access Guide</p> <p>Reason – feedback from the workshops was more can be done to publicise the Access Guide to increase the usage. Our hit rate over the last 2-3 years has increased but it can be improved.</p>	<ul style="list-style-type: none"> Undertake a publicity campaign to promote the Access Guide (Publicise the Access Guide in Harrow People and service newsletters) Window Stickers 	<p>Increase the number of hits on the site</p>	<p>Corporate Equalities Group (A)</p> <p>Policy Officer - Equality & Diversity (SL)</p> <p>Directorate Equality Task Groups (OL)</p>	<p>A quarterly update on the number of hits to the CEG</p> <p>KPI - Number of hits on the DisabledGo site</p>
<p>Objective: Promote and Celebrate the Diversity of our Borough and Foster Community Cohesion</p>				

A Proud, Fair & Cohesive Harrow, a Great Place to Live, Work & Visit

Priority (needs identified) Reasons	Actions What specific actions that are needed to deliver each priority?	Anticipated Outcomes	Strategic Lead (SL) Operational Lead (OL) Accountability (A)	How will this be measured
<p>Undertake a feasibility study to establish a borough wide Diversity Network</p>	<ul style="list-style-type: none"> • Arrange a workshop with all key partners, stakeholders and the VCS to identify the need of such a network • Produce and present a report to the CEG with key findings and recommendations 	<p>A Borough wide Diversity Network consisting of key organisations who can share best practice, skills and experience to pro-actively promote diversity and community cohesion within the borough.</p>	<p>Policy Officer - Equality & Diversity (SL & OL)</p> <p>Supported by MADG & Harrow Equalities Centre</p>	<p>A report to the CEG with recommendations by September 2016.</p>
<p>Organise, deliver and celebrate key diversity events within the borough</p> <p>Reason – as well as being one of the top priorities identified at the workshops, we would like to improve on the % of residents who agree that people from different backgrounds get on well together in their area.</p>	<ul style="list-style-type: none"> • Agree an annual diversity calendar of events • Work in partnership with partners, stakeholders and the VCS to organise, deliver and celebrate the events 	<p>A number of key diversity events delivered in partnership with partners and the VCS, which are well attended with great feedback.</p>	<p>MADG (OL) supported by the Policy Officer – Equality & Diversity and Harrow Equalities Centre</p>	<p>Regular progress updates to the CEG</p> <p>KPI - % of residents who agree that people from different backgrounds get on well together in their area.</p>

<p>Engagement – Deliver the engagement element of the Prevent action plan</p>	<p>See Prevent Action Plan</p>	<p>See Prevent Action Plan</p>	<p>Community Cohesion Officer</p>	<p>KPI - % of residents who agree that people from different backgrounds get on well together in their area.</p>
--	--------------------------------	--------------------------------	-----------------------------------	---

REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 19 April 2016

Subject: Scrutiny Annual Report 2015-16

Responsible Officer: Alex Dewsnap, Divisional Director,
Strategic Commissioning

**Scrutiny Lead
Member area:** All

Exempt: No

Wards affected: All

Enclosures: Scrutiny Annual Report 2015-16

Section 1 – Summary and Recommendations

This report accompanies the scrutiny annual report 2015-16.

Recommendations:

Councillors are recommended to:

- I. consider and agree the scrutiny annual report 2015-16
- II. submit the annual report to Full Council for endorsement

Section 2 – Report

The council's constitution requires the Overview and Scrutiny committee to report annually on its activities to Full Council. The attached report is the draft final report.

This report outlines the activities of the Overview and Scrutiny committee, the scrutiny sub committees and the scrutiny lead councillors during the 2015-16 municipal year.

Financial Implications

There are no financial implications associated with this report.

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

There are no risk management implications associated with this report.

Equalities implications

An Equalities Impact Assessment has not been undertaken for this report as it summarises the activities of scrutiny and does not propose any changes to service delivery.

Corporate Priorities

All

Section 3 - Statutory Officer Clearance

Not required for this report

Section 4 - Contact Details and Background Papers

Contact: Rachel Gapp, Head of Policy, 0208 416 8774
rachel.gapp@harrow.gov.uk

Background Papers: None

This page is intentionally left blank

Scrutiny Annual Report 2015 – 2016



Table of Contents

1. Introduction from Chair and Vice Chair.....	Page 3
2. Report from Overview and Scrutiny.....	Page 5
a. Review Programme.....	Page 5
3. Report from Performance and Finance Scrutiny Sub-Committee.....	Page 10
4. Report from Health Sub-Committee.....	Page 11
5. Report from the Scrutiny Leads.....	Page 13
a. Children & Families.....	Page 13
b. Resources.....	Page 14
c. Health.....	Page 15
d. Environment & Enterprise.....	Page 17
e. Community, Health & Well-being.....	Page 18
6. Report from Call-In Sub Committee.....	Page 19

Introduction

This report summarises the work of scrutiny in 2015/16. It covers the work of the Overview and Scrutiny Committee, its two sub-committees (performance and finance and health), the programme of scrutiny reviews and the work of the scrutiny leads.

The cuts to public sector spending and local government budgets continue and show no signs of abating. The consequences of Government reforms and spending reductions, particularly in the area of welfare reform, have now started to show at a local level. On the one hand, as a council, we have been working successfully to get more people into work, but on the other hand, the numbers of families presenting as homeless is rising significantly and placing a strain on Council finances. That is why we have dedicated most of this year to conducting an in-depth review of the impacts of the benefit cap and low pay on the residents of Harrow and what the Council could do to respond to this.

The Council's response to the on-going budget challenges this year has been to agree a major regeneration programme for the borough and a commercialisation strategy to generate income to help pay for vital services. As these are two of the single biggest contributors to closing the Council's budget gap, scrutiny has been and will continue, to pay close attention to these areas. This year on regeneration, we have focussed on the delivery of the school expansions programme and on what it takes to turn new housing development into vibrant and cohesive communities. On commercialisation we have scrutinised the new commercial strategy and our procurement policy.

Supporting the vulnerable is a corporate priority for the Council. This year we have focussed our scrutiny on how the council is performing in supporting vulnerable disabled children by looking at the implementation of the Special Educational Needs reforms and vulnerable adults via the implementation of the Care Act. We also continue to pay close attention to the Council's performance in the area of youth justice and the performance of our health partners as our local hospital, Northwick Park, continues to miss its targets and is implementing wide-ranging reforms to healthcare in the borough.

As in previous years, the Scrutiny Leadership Group, comprising the chairs and vice-chairs of the committees and scrutiny leads, has provided strategic direction to the scrutiny function and is helping to ensure we maintain an effective focus for our work. We are extremely grateful to all of the Councillors who have contributed to the Leadership Group this year.

Thank you to all the Members, officers, partners and members of the public who have contributed to our scrutiny work this year, and if you have any suggestions for issues that you think scrutiny should look into, please do let us know.



Cllr Jerry Miles
Chair of Overview & Scrutiny



Cllr Paul Osborn
Vice Chair of Overview & Scrutiny

Report from the Overview and Scrutiny Committee

Our Committee

The committee has met 8 times this year. The papers and details of the outcomes from all of these meetings can be found [here](#).

Our remit continues to be the consideration of the Council's and our partners' strategic direction and major projects and policy decisions and we are grateful for the support we have received in doing this from portfolio holders, council officers and representatives from partner agencies. A full list of the portfolio holders who have supported our Committee's discussions is given at the end of this section of the annual report.

Our Meetings

During the course of the year we have, as in previous years, met with the Leader of the Council and the Chief Executive for a question and answer session to consider the budget proposals (in January). We are grateful for the information which they shared with us. This year we received no major petitions for review.

The specific items which have been considered at ordinary meetings of our Committee include:

- The Integration of Public Health within the Council
- Scrutiny Annual Report
- West London Waste Plan
- Report from the Libraries Scrutiny Review
- Universal Infant Free School Meals (UIFSM)
- Community Safety Strategy
- Harrow Youth Offending Team Annual Report 2014-2015
- Harrow Youth Offending Partnership Youth Justice Plan 2014-2015
- Special Educational Needs and Disability Reforms Implementation
- Commercialisation Strategy
- Draft Scope for Scrutiny Reviews - Community Involvement in Parks and Social and Community Infrastructure; Welfare Reform
- Project Minerva Update
- School Expansion Programme
- Revised Policies under the Licensing Act 2003 and the Gambling Act 2005
- Events Policy
- Corporate Plan

Review Programme

We have started a new programme of more detailed scrutiny investigations, undertaken mainly via in-depth reviews or challenge panels. The content of the review programme is identified through the performance and Finance Sub-Committee's deliberations or via our scrutiny leads and is discussed at the Scrutiny Leadership Group and then agreed by the Overview and Scrutiny committee.

This year we have conducted four reviews:

- a) Impact of Welfare Reforms on residents in the borough
- b) Joint Overview & Scrutiny Committee (JHOSC) scrutiny of Shaping a Healthier Future Programme
- c) Protocol for working together – Harrow Scrutiny, Healthwatch and Health & Wellbeing Board
- d) Regeneration: social and community infrastructure needs

We have been helped in our work by members of the public, the voluntary and community sector, other Councils and organisations, Members and officers and in particular the staff of the Policy Team. We would like to thank all of them for their time, evidence, research and constructive way in which they have engaged with the scrutiny of the Council.

a) Impact of Welfare Reforms on residents in the borough

The Welfare Reform Scrutiny Review was established with the following aims:

- To understand the experiences of benefit claimants and those who have needed to claim benefits in the past or may need to in future.
- 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.
- To propose robust recommendations which are accepted and implemented by Cabinet that will help people come off, live better on, or avoid needing benefits.

The group held several meetings that focussed on the Benefit Cap and Low Pay and had the opportunity to speak to the Child Poverty Action Group, Harrow Law Centre, Harrow Citizens Advice Bureau, MIND in Harrow, Share Action and the Learning and Work Institute.

In addition, several Councillors visited local organisations to speak to people affected by the benefit cap and the organisations that provided support to them.

The last meeting of this review was on the 30th April 2016 and the full report, with recommendations, will be submitted to Overview & Scrutiny Committee early in 2016/17.

b) Joint Overview & Scrutiny Committee (JHOSC) scrutiny of Shaping a Healthier Future Programme

We continue to be active members of the JHOSC that provides a cross-borough forum for discussing and scrutinizing issues relating to Shaping a Healthier Future Programme (SaHF) for North West (NW) London. This programme looks to reconfigure acute services in NW London. Our participation in this committee ensures that scrutiny of the issues relating to the programme is maintained at a regional level and that Harrow residents' perspectives are put forward to the NHS as it implements the SaHF programme across NW London.

The JHOSC met twice during 2015-16 with Harrow hosting one of these JHOSC meetings. In the last year, the JHOSC has considered a range of issues:

- Progress updates on the SaHF programme including the transformation and benefits tracker
- Development of the Implementation Business Case for the programme
- Maternity services
- Accident & Emergency performance across NW London
- London Ambulance Service
- Mental Health
- Clinical Commissioning Groups 'out of hospital' programmes
- The interface with the Independent Healthcare Commission led by Michael Mansfield QC, and to which Harrow provided evidence.

We continue to receive regular updates on the progress of the JHOSC at our Health and Social Care Scrutiny Sub-Committee meetings so that the implications for Harrow residents can also be considered at a local level.

c) Protocol for working together – Harrow Scrutiny, Healthwatch & Health & Wellbeing Board

Following a piece of work led by scrutiny, there is now a health protocol in place for the working relationship between Scrutiny, the Health & Wellbeing Board and Healthwatch Harrow. All three bodies agreed and adopted the protocol in Spring/Summer 2015.

Given the many different partners and boards involved in health policy, this protocol outlines the independent, but complementary, roles and responsibilities of the Council's health scrutiny function, the Health and Wellbeing Board and the local Healthwatch. Each body has distinct roles but there are potential overlaps in work and therefore scope for duplication. This duplication can be positive if the bodies are approaching the issues from different angles and adding value, however where the duplication is unnecessary, this does not represent the best use of resources. Working collaboratively and making the best use of resources is particularly warranted at a time when resources in the public sector are being stretched.

Health scrutiny has a strategic role in taking an overview of how well integration of health, public health and social care is working and how well health and wellbeing boards are carrying out their duty to promote integration. The Francis report into the failings of care at Stafford Hospital included some clear messages for the role of council scrutiny in the local framework for health service accountability and as a result local authorities need to satisfy themselves that they have open and effective channels by which the public can communicate concerns about the quality of NHS and public health services to health scrutiny bodies and that complaints information is used to get an impression of services overall and commissioners and providers are questioned about patterns and trends.

Given the common aims across the three bodies to improve health and wellbeing outcomes and ensure the commissioning and delivery of high quality, appropriate and efficient services, the following set of shared principles to drive forward joint working has been adopted:

- Working together for the good of residents – achieving better outcomes for local people by working in partnership to improve services
- Working in a climate of mutual respect, courtesy, openness and transparency in partnership
- Having a shared understanding of respective roles, responsibilities, priorities and different perspectives

- Promoting and fostering an open relationship where issues of common interest and concern are shared and challenged in a constructive and mutually supportive way
- Ensuring a consistency across the council – ensuring individual activities are complementary, add value and reduce duplication, by developing work programmes together and sharing intelligence gathered
- Aligning work programmes so that they are complementary and add value – to decision making, exercising wellbeing powers, holding to account, policy development, fostering better partnership working, addressing health inequalities, and commissioning intentions for health and social care
- Monitoring performance
- Respecting independence
- Using resources effectively and efficiently - making best use of ever-stretched resources, that of both of the council and NHS
- Adding value to the democratic process
- Ensuring that the voice of the public and patients are heard and acted upon
- Proactive solution finding

d. Regeneration: social and community infrastructure needs

The Social and Community Infrastructure Review was established to look at the factors that could contribute to a new residential development becoming a community by considering examples across from across the country. This includes

- How an existing community can accept and integrate with new residents and vice versa;
- The contribution that can be made by the Council and community and voluntary sector organisations to developing less tangible community benefits such as cohesion, self help, volunteering, neighbourliness and mutual support;
- Initiatives that could facilitate community development in the Heart of Harrow.

During the course of the Review, Members have refined the scope to include an examination of how best to attract good quality employment opportunities to the Borough to help maintain a thriving local economy, (which is seen an essential component of a successful community), and the contribution that the design of residential development can make to community cohesion.



Cllr Jerry Miles
Chair of Overview & Scrutiny



Cllr Paul Osborn
Vice Chair of Overview & Scrutiny

MEETING STATISTICS Committee meetings	8
Attendance by Portfolio Holders	Cllr Simon Brown - Children, Schools & Young People Portfolio Holder Cllr Graham Henson - Environment, Crime & Community Safety Portfolio Holder Cllr Kiran Ramchandani - Performance, Corporate Resources & Policy Development Portfolio Holder

Report from Performance and Finance Scrutiny Sub-Committee

Our Sub-Committee

The Performance and Finance Scrutiny Sub-Committee looks in detail at how the Council’s services are performing in-year. We monitor service and financial performance by analysing data and then requesting briefings or details of action plans where necessary. The Sub-Committee can make recommendations for improvement and make referrals to the Overview and Scrutiny committee if further work is needed.

This work includes, for example, regular review of the Cabinet’s Revenue and Capital Monitoring report and quarterly Corporate Scorecard. In addition, we can decide to review and monitor the performance of the Council’s partners. The papers and details of the outcomes from all our committee meetings can be found [here](#).

Our meetings

Our regular Chair and Vice-Chair’s briefings and co-ordination of items with the Overview and Scrutiny Committee together drive the work programme of the Sub-Committee. Our main areas of interest in 2015-16 have been:

- Revenue and Capital Monitoring – we have been briefed on a quarterly basis by the Director of Finance and Assurance on the revenue and capital position of the authority and have been able to seek assurance with regard to the Council’s likely outturn position and to question the Director on any particular areas of concern.
- Adults’ Services Complaints Annual Reports 2014-2015
- Children’s Services Complaints Annual Reports 2014-2015
- Equality and Diversity Annual Report
- Update on implementation of Scrutiny Review Recommendations - Council Tax Support scheme, Budget Setting Process Challenge Panel, Capital Challenge Panel, Libraries Challenge Panel
- Community grants scheme

MEETING STATISTICS Committee meetings	3
Attendance by Portfolio Holders	<p>Cllr Sue Anderson - Community, Culture & Resident Engagement Portfolio Holder</p> <p>Cllr Simon Brown - Children, Schools & Young People Portfolio Holder</p> <p>Cllr Anne Whitehead - Adult and Older People Portfolio Holder</p>

Report from the Health and Social Care Lead Members and the Health and Social Care Scrutiny Sub-Committee

Our Sub-Committee

The Health and Social Care Sub-Committee considers health, social care and wellbeing issues key to Harrow residents on a local, London-wide and national level. Much of the scrutiny activity undertaken in 2015-16 was focused on the performance of the hospitals and health services that serve the residents of Harrow and our on-going participation in the Joint Health Overview and Scrutiny Committee that scrutinises the implementation of 'Shaping A Healthier Future', the NHS Programme which is implementing significant re-configuration of acute healthcare in North West London. Our work on scrutinising the 'Shaping a Healthier Future' programme is outlined in more detail in the Review Programme section of this report, as is our work on developing and setting in practice a health protocol for the working relationship between scrutiny, the Health and Wellbeing Board, and Healthwatch Harrow.

Our health scrutiny work has seen us out and about during the year. In July, members of the committee (councillors, our advisors to the committee, as well as other interested members) visited the new Accident & Emergency facilities at Northwick Park Hospital. A number of staff from the London North West Healthcare Trust, which manages the site, showed us around and answered our questions about the new A&E, performance levels, staffing issues, coping with the increasing volume of visitors, the impact of primary care on acute services, as well the experience of forming a new trust following the merger of North West London Hospitals with Ealing Hospital.

On this visit we did some patient journey mapping by undertaking the patient's journey through A&E first as a walk in patient and then as someone brought in by the London Ambulance Service. We used this intelligence and insight into the patient's experience to inform our discussions with the Trust when they came to committee in October to answer our questions on the progress made as a merged trust, addressing the Care Quality Commission (CQC) inspection action plan, and preparations for winter pressures. We also used our visit to guide our feedback to the CQC as they prepared to again inspect London North West Healthcare Trust last autumn.

Our meetings

Our main areas of interest in 2015-16 have been:

- Harrow Local Safeguarding Adults Board Annual Report
- Joint Health Overview & Scrutiny Committee Update
- Central North West London Draft Quality Account
- Healthwatch Update Report
- Harrow's Local Account
- Developing a protocol for the working relationship between Scrutiny, the Health and Wellbeing Board and Healthwatch Harrow
- Health and Wellbeing Strategy
- Annual Report of the Director of Public Health

- London North West Healthcare NHS Trust Update Report
- Denham Intermediate Care Unit – transfer of service to Central Middlesex Hospital site

MEETING STATISTICS	4
Committee meetings	
Attendance by Portfolio Holders	N/A

Report from the Children and Families Lead Members

In 2015/16 we addressed a range of important issues that affect children and young people in Harrow. We have had meetings with the Corporate Director of Children's Services and officers . The issues we have raised and discussed include:

Housing Needs

Concerns were continued to be raised over children leaving care and the connection between Children's and Housing services. The housing service and Children's and Families Services will continue to work in partnership and actively manage and respond to care leavers' housing needs.

Education and Children Looked After

The Virtual head has been working well with the Children Looked After and progress is being made with the stability and security of reviewing Personal Education Plans. A virtual school improvement board has also been set up.

Youth Offending Team

We have continued to monitor how the action plan is being implemented and the impact it is having throughout the year.

School Expansion Programme

We have been monitoring the progress of the building programme and an update report on the development, progress and lessons learnt will be going to O&S .

Care Act

We will need to monitor the effect on young carers next year with the reorganisation of the Early Intervention.

Looking Ahead

Our focus in the forthcoming year will be to monitor the Early intervention reorganisation and People services merger with adults and children, the bed and breakfast impact on children's education, trouble families phase 2, Young unaccompanied asylum seekers and finally monitoring the efforts to increase awareness and reporting of child sexual exploitation and mutilation.



Cllr Lynda Seymour
Policy Lead for Children's and Families



Cllr Janet Mote
Performance lead for Children's and Families

Report from the Resources Lead Members

Access Harrow performance

Access Harrow continues to perform well in most areas, and the roll out of MyHarrow accounts continued apace with face to face visitors down 17% on the previous year. Access Harrow continued to receive approximately 51000 calls a month, however, calls relating to 'Revs and Bens' were down by 10% due to the introduction of online forms. Calls relating to council tax had a wait time of approximately 4 minutes, while 'Revs and Bens' had a call wait time of 12 minutes. There appears to be a difference from the internally reported Access Harrow waiting times and waiting time reported by residents. The Public realm call abandonment rate of 16% suggests there is a problem here that should be investigated further". Customer satisfaction rates were circa 95%, and a robust policy to handle complaints was in place. Roughly 80% of complaints were about waiting times, and 95% of complaints were resolved at first contact. Staff agency costs continue to be a drain on resources, but this remains a council wide concern.

Commercialisation

The council's commercialisation strategy continues to make excellent progress. Some services, particularly HB Law, are well advanced and successful. The council continues to look at the provision of other shared services, such as HR and procurement. Naturally, commercialisation presents some risk and progress will be closely monitored in the coming years.

New IT system

The council undertook a change in its IT provider this year, with a move from Capita to Sopra Steria taking place on 1 November 2015. Implementation appeared to have gone smoothly with some expected minor glitches. Scrutiny should how successful this change has been in the coming year when the new provider has had a chance to bed in.

And finally...

We would like to thank Tom Whiting, Corporate Director and his team for the helpful support we have had over the 2015/2016 civic year.



Cllr Stephen Wright
Policy Lead for Resources



Cllr Primesh Patel

Report from the Health Lead Members

The Leads have been monitoring the performance of A&E services at Northwick Park Hospital as it's continued to be an area of challenge. Northwick Park had been operating at maximum bed occupancy levels for past 2 years, often medical patients occupying surgical beds and vice versa.

Public Health Report

The Public Health Director provides the annual report. The team will look at mapping loneliness and take a targeted approach tackling it. It would work closely with other providers such as Age UK and participate in its initiatives such as the 'be friendly programme'.

PHE is working to prevent and treat to empower residents to seek appropriate help and implement changes in the lives which would contribute to improved mental health. The focus on 2015 report is mental wellbeing- how can partnership working between the NHS and Council facilitate to improve their mental health through the 5 key messages of: connect, be active, keep learning and give.

The establishment of local health champions whose role it would be to raise awareness and disseminate information regarding health and wellbeing.

Implementation of the Care Act

The Care Act received Royal assent in May 2014, the draft guidance and regulations were published for consultation in June 2014, and the consultation closed in mid-August 2014. The final guidance and regulations were published 23rd October 2014 for Part one with Care Act coming into force in April 2015. Last autumn the government announced that it planned to delay the planned implementation of the second part of the Care Act in April 2016 – the £72,000 care cap and increase in eligibility for financial assistance (from £23,250 to £118,000) – until 2020. This has been a welcome development which has been supported by local authorities across the political spectrum and the Local Government Association (LGA) with current funding gap in adult social care predicted to reach £4.3 billion by the end of the decade. To remedy this Harrow Council together with the LGA has asked the Department of Health to continue to provide Care Act implementation funding to local authorities and allow them to instead invest this money in their severely stretched social care budgets.

Another aspect of the Care Act which could have significant financial implications for Harrow is the welcome introduction of portability or 'ordinary residence'. This new measure enables social care clients to move across local government boundaries with their care packages automatically following them without the requirement for a new assessment first. However, Ealing Council has decided to interpret this measure retrospectively and they have attempted to backdate their claim to Harrow to include periods before the introduction of the Care Act. In this instance, should their interpretation be upheld it will cost Harrow Council around £1.7 million.

Future of the NHS walk-in centres in Harrow

Harrow CCG has introduced a re-tendering process for the Harrow NHS walk-in clinics, at Alexandra Avenue and the Pinn Medical Centre, which may result in a new private provider replacing the current local GP led consortium delivering these services. Contracts for the two existing centres have

been running since 2009 and are now due to expire having been extended twice before. Harrow CCG has not engaged in a specific formal consultation for the re-procurement of the two GP Access walk-in centres on the basis that there are no plans to change services at the two established centres. Harrow CCG is also consulting on the location for a new walk-in centre to be opened in Harrow East. Whilst we understand the rationale for not consulting on the new tendering process, it is disappointing that they did not inform Harrow Council and relevant councillors ahead of the start of the re-tendering process. The re-tendering process, together with the new walk-in centre to be opened in Harrow East, will need to continue be monitored by Scrutiny Leads going forward.

Looking forward..

Our focus would be to have regular briefing on local CCG developments and projects, having briefing with Public Health Director and London North West Healthcare Trust on performance of GP waiting times and A&E waiting times at Northwick Park Hospital.



Cllr Michael Borio



Cllr Vina Mithani

Report from the Environment & Enterprise Lead Members

We have been honoured to be the Scrutiny Leads for the Environment for this municipal year. It has been a very busy year with lots of challenges; mainly trying to protect our frontline services whilst maintaining efficiency. Most of our work has been conducted with the former Director Caroline Bruce. The biggest challenges we identified were maintaining consistency in our services and improving our responsiveness to services. This has been an incredible area of concern which members have identified, following an increase in complaints from residents. The public have struggled to get through to Harrow Council's call centre, often holding for an hour. We have been informed that there were glitches over the summer, which have now been resolved. Call teams are now more responsive and calls are monitored better.

One of the biggest changes has been the introduction of a Brown Bin charge. This has had a mixed response with a number of impacts on the department. Black bins have been rolled out and the charge will be introduced in April 2016. To counter this, one of the main priorities has been to make reporting issues online easier. The Council website has improved, although we believe further improvements can be made.

A funding officer was also appointed, designated specifically for helping Harrow Council to secure extra funding. This has been essential in projects such as the Headstone Manor restoration and Harrow Arts Centre.

A regret for the department has been the negative food hygiene report for the borough last summer which is being addressed.

The LED street lights have been rolled out across the borough which has been very welcome.

Fines for littering have been introduced. There were concerns about implementing it. However patrols have been working well.

Route optimisations of the in teams were trialled with some hiccups. However, the team have worked to address backlogs during the year with the position being closely monitored.

A scrutiny review of Community Infrastructure is currently in progress and a review of Community Involvement in Parks is due to begin imminently. In terms of successes, it was pleasing to see that the improvement board scores were up for quarter four. We look forward to our roles for the next municipal year.



Cllr Ameet Jogia



Cllr Jeff Anderson

Report from the Community, Health and Wellbeing Leads

Our focus this year has been to view the performance of Northwick Park A & E as we did last year. Whilst there are some long waits in A & E at times, things have improved.

It must be noted that the A & E is the fourth busiest in Europe. The old forty beds for admissions from A & E unit has been extended to one hundred beds and opened recently, this will have a great effect on A & E as patients will be able to given beds and supported better when they are first admitted.

The third urgent care centre is being selected and will be in the east of the borough; this with the other two will help reduce the load at A & E. We must as an authority encourage all newcomers to the borough to register with a GP surgery so as to take further strain of A & E, as so many people just go to A & E as they have nowhere else to go as they have no GP.

Library closures have had an effect on our communities but where we have a potential volunteer library service at North Harrow bricks seem to be kept being thrown in the way of its progression to an opening.

Looking ahead...

We will still need to monitor parks as the user groups work with the council to see if they are as successful as they were.



Cllr Chris Mote



Cllr Margaret Davine

Report from the Call-in Sub-Committee

There has been one meeting for the call-in Sub-Committee this year. The main issues discussed were:

- Protocol for the operation of the call-in sub-committee
- Call-in of the cabinet decision

There have been no meetings this year for the call in sub-committee for education.

This page is intentionally left blank