

Council SUMMONS AND AGENDA

DATE: Thursday 30 November 2017

TIME: 7.30 pm

VENUE: Council Chamber, Harrow Civic Centre,
Station Road, Harrow, HA1 2XY

All Councillors are hereby summoned to attend the Council Meeting for the transaction of the business set out.

Hugh Peart
Director of Legal and Governance Services

Despatch Date: [Wednesday 22 November 2017]

Useful Information

Meeting details:

This meeting is open to the press and public.

Directions to the Civic Centre can be found at:
<http://www.harrow.gov.uk/site/scripts/location.php>.

Filming / recording of meetings

The Council will audio record Public and Councillor Questions. The audio recording will be placed on the Council's website.

Please note that proceedings at this meeting may be photographed, recorded or filmed. If you choose to attend, you will be deemed to have consented to being photographed, recorded and/or filmed.

When present in the meeting room, silent mode should be enabled for all mobile devices.

Meeting access / special requirements.

The Civic Centre is accessible to people with special needs. There are accessible toilets and lifts to meeting rooms. If you have special requirements, please contact the officer listed on the front page of this agenda.

An induction loop system for people with hearing difficulties is available. Please ask at the Security Desk on the Middlesex Floor.

Summons publication date: Wednesday 22 November 2017

PRAYERS

Reverend David Tuck, the Parish Church of St Alban's, North Harrow, will open the meeting with Prayers.

1. COUNCIL MINUTES (Pages 9 - 20)

That the minutes of the meeting held on 28 September 2017 be taken as read and signed as a correct record.

2. DECLARATIONS OF INTEREST

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from all Members of the Council.

3. PROCEDURAL MOTIONS

To receive and consider any procedural motions by Members of the Council in relation to the conduct of this Meeting. Notice of such procedural motions, received after the issuing of this Summons, will be tabled.

4. PETITIONS

To receive any petitions to be presented:

- (i) by a representative of the petitioners;
- (ii) by a Councillor, on behalf of petitioners;
- (iii) by the Mayor, on behalf of petitioners.

5. PUBLIC QUESTIONS *

A period of up to 15 minutes is allowed for members of the public to ask questions of members of the Executive, Portfolio Holders and Chairs of Committees, of which notice has been received no later than 3.00 pm two clear working days prior to the day of this Meeting. Any such questions received will be tabled.

6. LEADER AND PORTFOLIO HOLDERS' ANNOUNCEMENTS

To receive a presentation from the Leader of the Council and Portfolio Holders on business since the last ordinary meeting, followed by a question and answer session. The item is allotted 20 minutes.

7. COMMUNITY SAFETY AND VIOLENCE VULNERABILITY AND EXPLOITATION STRATEGY (Pages 21 - 86)

Report of the Corporate Director of Resources and Commercial and Recommendation of Cabinet (13 July 2017)

8. YOUTH JUSTICE PARTNERSHIP PLAN 2017-18 (Pages 87 - 136)

Report of the Corporate Director of People and Recommendation of Cabinet (12 October 2017)

9. IMPLEMENTATION OF THE MARKETS IN FINANCIAL INSTRUMENTS DIRECTIVE (MiFID II) (Pages 137 - 140)

Recommendation I: Cabinet
(12 October 2017)

10. INFORMATION REPORT - REVIEW OF HARROW COUNCIL'S MENTAL HEALTH AWARENESS CAMPAIGN (Pages 141 - 158)

Report of the Corporate Director, Resources and Commercial.

11. PENSION BOARD ANNUAL REPORT (Pages 159 - 166)

Recommendation I: Pension Board
(8 November 2017)

12. INFORMATION REPORT - MINOR AND ADMINISTRATIVE CHANGE APPROVED BY THE MONITORING OFFICER (Pages 167 - 170)

13. MOTIONS

The following Motions have been notified in accordance with the requirements of Council Procedure Rule 15, to be moved and seconded by the Members indicated:

(1) Universal Credit Motion

To be moved by Councillor Kiran Ramchandani and seconded by Councillor Barry Kendler:

“Harrow Council notes that:

The start of the rollout in December means that families receiving Universal Credit for the first time will be left without benefit payments in the run up to Christmas.

Those switching over to Universal Credit from other existing benefits, will also risk a significant disruption to their income at a challenging time of year for low income households.

Landlords are reporting that rent arrears among tenants receiving universal credit with arrears running up to five times the level of those on the old system. Research by Citizens Advice found that of the people it had helped, over a third had been waiting for more

than six weeks for their first payment, and more than half were borrowing money to cope.

Many statutory and voluntary services are closed or operating at a reduced level over the Christmas period and assistance for local families who are in practical and financial difficulty will be exacerbated.

This council therefore resolves to:

- Call on the Secretary of State, the Rt Hon David Gauke MP, to pause the rolling of the Universal Credit until all the issues of the new system that have been identified are solved
- Ask the Chief executive and the Leader of the Council to write to the Secretary of State setting out the council's concerns."

(2) Tapan Ghosh - no place for hate speech in Harrow Motion

To be moved by Councillor Kiran Ramchandani and seconded by Councillor Ghazanfar Ali:

"The Council believes:

- Harrow has an excellent reputation for outstanding community relations and tolerance of a wide diversity of faiths and peoples;
- Hate speech is not tolerated in Harrow and no local official, such as a local Member of Parliament, should be endorsing speakers who are considered to be hate speakers;

The Council notes:

- The Harrow East MP, Bob Blackman, has recently hosted an event where the keynote speaker was Mr Tapan Ghosh, who has written articles that are regarded by many in our community as anti-Muslim;
- Mr Ghosh has also inappropriately tried to justify the Myanmar ethnic cleansing of the Rohingya community;

The Council resolves:

- To instruct the Chief Executive to write to Bob Blackman MP, condemning the visit of Tapan Ghosh and reaffirming that Harrow is one of the most diverse places in the UK, where hate speech is not tolerated;
- To instruct the Chief Executive to write to the Mayor of London, Sadiq Khan, calling on him to condemn the visit of

Tapan Ghosh and to discourage hate speech in public institutions (such as the UK Parliament).”

(3) Harrow Council supporting votes at 16

To be moved by Councillor Christine Robson and seconded by Councillor Sachin Shah:

“This Council believes:

- Sixteen and seventeen year olds are able to become more active citizens, being able to work on a full time basis, pay tax, join the army reserves and getting married;

This Council supports:

- Extending the voting rights to sixteen and seventeen year olds, as advocated by Harrow Youth Parliament on behalf of the young people residing in the borough;
- Young people in exercising their democratic right over the political direction of local authorities and national governments;

This Council resolves:

- To instruct the Chief Executive and the Leader of the Council to write to the Prime Minister, the Rt Hon Theresa May MP, and the Parliamentary Under Secretary of State for Sport and Civil Society, Tracey Crouch MP, expressing our support for the extension of the voting rights to sixteen and seventeen year olds.”

14. QUESTIONS WITH NOTICE *

A period of up to 15 minutes is allowed for asking written questions by Members of Council of a member of the Executive or the Chair of any Committee:-

- (i) of which notice has been received at least two clear working days prior to the day of this Meeting; or
- (ii) which relate to urgent matters, and the consent of the Executive Member or Committee Chair to whom the question is to be put has been obtained and the content has been advised to the Director of Legal and Governance Services by 12 noon on the day of the Council Meeting.

Any such questions received will be tabled.

15. EXCLUSION OF THE PRESS AND PUBLIC

To resolve that the press and public be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of confidential

information in breach of an obligation of confidence, or of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972:

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
16.	Information Report – Severance Package of £100,000 or Greater	Information under paragraph 1 (contains information relating to any individuals).

16. INFORMATION REPORT - SEVERANCE PACKAGE OF £100,000 OR GREATER
(Pages 171 - 178)

*** Data Protection Act Notice**

The Council will audio record items 5 and 14 (Questions with Notice) and will place the audio recording on the Council's website, which will be accessible to all.

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

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COUNCIL 30 NOVEMBER 2017

MINUTES

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COUNCIL MINUTES

28 SEPTEMBER 2017

Present:

- * Councillor Margaret Davine (The Worshipful the Mayor)
- * Councillor Kairul Kareema Marikar (The Deputy Mayor)

Councillors:

<ul style="list-style-type: none"> * Ghazanfar Ali * Richard Almond * Mrs Chika Amadi * Jeff Anderson * Sue Anderson * Marilyn Ashton * Mrs Camilla Bath * June Baxter * Christine Bednell * James Bond * Michael Borio * Simon Brown * Kam Chana * Ramji Chauhan * Niraj Dattani * Jo Dooley * Keith Ferry * Ms Pamela Fitzpatrick * Stephen Greek * Susan Hall * Glen Hearnden * Graham Henson * Maxine Henson * John Hinkley * Nitesh Hirani * Ameet Jogia * Manjibhai Kara * Barry Kendler * Jean Lammiman * Barry Macleod-Cullinane * Ajay Maru 	<ul style="list-style-type: none"> * Jerry Miles * Mrs Vina Mithani * Amir Moshenson * Chris Mote * Janet Mote * Christopher Noyce * Phillip O'Dell * Paul Osborn * Nitin Parekh * Ms Mina Parmar * Varsha Parmar * Primesh Patel * Pritesh Patel * David Perry * Kanti Rabadia * Kiran Ramchandani * Mrs Christine Robson * Lynda Seymour * Aneka Shah-Levy * Mrs Rekha Shah * Sachin Shah * Norman Stevenson * Krishna Suresh * Sasi Suresh * Adam Swersky * Bharat Thakker * Antonio Weiss * Georgia Weston * Anne Whitehead * Stephen Wright
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* Denotes Member present

PRAYERS

The meeting opened with Prayers offered by Reverend David Tuck, the Parish Church of St Alban's, North Harrow.

249. WELCOME

Council noted the election of Councillor Paul Osborn as Leader of the Opposition Group.

Council noted that the Deputy Mayor, Councillor Kairul Kareema Marikar, had made a pilgrimage to Mecca and completed the Hajj.

250. COUNCIL MINUTES

The Mayor announced that Motion 2 had been withdrawn.

RESOLVED: That the minutes of the Annual meeting held on 18 May 2017 and of the Extraordinary meeting held on 13 June 2017 be taken as read and signed as correct records.

251. DECLARATIONS OF INTEREST

Item 4 – Petitions

Councillor Ameet Jogia declared an interest in that he would be presenting a petition relating to event day parking for Stanmore/ Canons Park residents and that he owned a property near to Stanmore Underground Station.

Item 10 – Use of Retained Right to Buy Receipts

Councillor Ameet Jogia declared an interest in that he had purchased a flat in Harrow under the Right to Buy Scheme.

Item 14 – Appointment of Chair – Traffic and Road Safety Advisory Panel

Councillor Chika Amadi declared a non-pecuniary interest in that she had previously been appointed to this position.

Item 15 – Outside Bodies

Councillor Chika Amadi declared a non-pecuniary interest in that she had previously been appointed to these positions.

Item 17 – Questions with Notice

During the course of the meeting, Councillor Niraj Dattani declared a pecuniary interest in Question 1 in that he had been employed by the company working on the platform and he left the Chamber.

Item 18 – Motions – Accessible London Underground Stations

Councillor James Bond declared a pecuniary interest in that he was an employee of Transport for London.

Councillor Graham Henson declared a non-pecuniary interest in that he undertook work for a railway trades' union.

Item 18 – Motions – Making the next census count for our Armed Forces Community

Councillor Jeff Anderson declared a non-pecuniary interest in that his niece's husband was a serving member of the Armed Forces.

Councillor Sue Anderson declared a non-pecuniary interest in that her niece's husband was a serving member of the Armed Forces.

Councillor Barry Macleod-Cullinane declared a disclosable non-pecuniary interest in that his father was a veteran and his sister was a serving member of the Armed Forces.

Councillor Chris Mote declared a non-pecuniary interest in that he was a veteran of the Armed Forces, as was one of his sons, another son who was currently a serving member of the Armed Forces, he was Chair of the Army Benevolent Fund for Harrow and Brent and a member of the Royal British Legion.

Councillor Janet Mote declared a non-pecuniary interest in that her husband was a veteran of the Armed Forces, as was one of her sons, and that she had another son who was currently a serving member of the Armed Forces.

Councillor David Perry declared a non-pecuniary interest in that he was a member of the Royal British Legion.

All Items

Councillor Susan Hall declared a non pecuniary interest in that she was a member of the London Assembly which may come up in discussion during the course of the meeting.

252. PROCEDURAL MOTIONS

- (i) The Mayor drew Council's attention to a tabled motion in relation to Harrow's Police Stations and Safer Neighbourhood team bases. Upon being put to the vote, it was agreed that the motion was urgent.
- (ii) The Mayor also drew Members' attention to fourteen tabled amendments to Item 8 – Community Safety and Violence Vulnerability and Exploitation Strategy, an amendment to Motion 1 and an amendment to the urgent Motion.

253. PETITIONS

In accordance with Rule 10, the following petitions were presented

- (i) Petition submitted by Kuha Kumaran, a representative of a group of business owners and residents of Northolt Road, South Harrow in relation to crime containing approximately 256 signatures.

[The petition stood referred to the Portfolio Holders for Public Health, Equality and Community Safety].

- (ii) Petition submitted by Tasha Proctor in relation to lighting on the railway footbridge between Carmelite Road and Pinner Park Gardens containing 62 signatures.

[The petition stood referred to the Portfolio Holders for Public Health, Equality and Community Safety and for Environment].

- (iii) Petition submitted by Councillor Ameet Jogia in relation to parking in Stanmore and Canons Park for premier league football matches at Wembley Stadium containing 117 signatures.

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

254. PUBLIC QUESTIONS

There were no public questions.

255. LEADER AND PORTFOLIO HOLDERS' ANNOUNCEMENTS

- (i) The Leader of the Council, Councillor Sachin Shah, introduced the item highlighting the achievements, challenges and proposals since the last ordinary meeting.
- (ii) Other Members of the Council spoke and/or asked questions of the Leader of the Council which were duly responded to.

256. SCRUTINY OF THE ACTION PLAN FOLLOWING OFSTED REPORT ON THE INSPECTION OF SERVICES FOR CHILDREN IN NEED OF PROTECTION, LOOKED AFTER CHILDREN AND CARE LEAVERS JANUARY 2017

RESOLVED: That

- (1) the Ofsted inspection report and associated action plan be noted; and**
- (2) it be noted that progress on the implementation of the action plan would be kept under review by elected Members and officers through service planning, the Improvement Board, the Overview and Scrutiny Committee and the Corporate Parenting Panel**

processes as well as the Local Safeguarding Children Board and Health and Wellbeing Board.

257. COMMUNITY SAFETY AND VIOLENCE VULNERABILITY AND EXPLOITATION STRATEGY

Councillor Sachin Shah moved a Procedural Motion that the thirteen Conservative Group amendments be considered en bloc. This was agreed.

Amendments in the names of Councillor Georgia Weston and Councillor Osborn were moved and duly seconded.

RESOLVED: That the Community Safety and Violence Vulnerability and Exploitation Strategy be deferred to the next ordinary Council meeting.

258. CORPORATE PARENTING STRATEGY

RESOLVED: That the Corporate Parenting Strategy 2017-2019 be approved.

259. USE OF RETAINED RIGHT TO BUY RECEIPTS

RESOLVED (Unanimously): That the addition of the £5m capital budget to the Housing Revenue Account (HRA) Capital Programme in 2017-18 be approved.

260. PENSION FUND COMMITTEE - ROLE OF CO-OPTEE

RESOLVED: That the role of, and the working arrangements applying to, the non-voting co-optee(s) to the Committee, as described in paragraphs 10 and 11 of the officer report, be agreed and that Howard Bluston be appointed as a non-voting co-optee on the Committee for the Municipal Year 2017/18.

261. IMPLEMENTATION OF THE MARKETS IN FINANCIAL INSTRUMENTS DIRECTIVE (MiFID II).

RESOLVED: That

- (1) the immediate commencement of applications for elected professional client status with all relevant institutions be agreed in order to ensure it could continue to implement an effective investment strategy;**
- (2) the Director of Finance be delegated responsibility for completing the applications and determining the basis of the application as either full or single service.**

262. CONSTITUTIONAL AMENDMENTS - TERMS OF REFERENCE FOR THE HEALTH AND WELLBEING BOARD

RESOLVED: That the changes to the terms of reference to the Health and Wellbeing Board, as set out in Appendix 2 to the report, be agreed.

263. APPOINTMENT OF CHAIR - TRAFFIC AND ROAD SAFETY ADVISORY PANEL

RESOLVED: To appoint Councillor Kairul Kareema Marikar as Chair of the Traffic and Road Safety Advisory Panel for the remainder of the Municipal Year 2017/18.

264. OUTSIDE BODIES

RESOLVED: That the appointments to the Outside Bodies, as set out on the Council Summons, be approved.

265. INFORMATION REPORT - DECISIONS TAKEN UNDER THE URGENCY PROCEDURE

RESOLVED: That the report be noted.

266. QUESTIONS WITH NOTICE

Councillor questions as were received were responded to and any recording placed on the Council's website. Those questions not reached would be responded to in writing and placed on the Council's website.

267. MOTIONS

1. Motion in the names of Councillor Krishna Suresh and Councillor Sue Anderson. The tabled amendment was voted upon and was carried:

"Accessible London Underground Stations Motion

This Council notes:

- We would like to support the initiative of the Mayor of London, Sadiq Khan, to improve accessibility at Harrow on the Hill station as part of his £200m investment in improving step-free access on the London Underground over the next five years;
- Over 10.6 million journeys per year are made to and from Harrow on the Hill station on the Metropolitan line;
- Over 4 million journeys per year are made to and from Rayners Lane station on the Metropolitan and Piccadilly lines.

This Council believes:

- Improving accessibility at all train stations within the London Borough of Harrow and the three train stations immediately on the Borough's border (Kenton, Northwick Park and Queensbury) would enable even more Harrow residents and visitors to Harrow to travel independently, making travelling easier for a large number of people, especially those who are older, disabled or travelling with children in pushchairs.

This Council resolves:

- To write to the Mayor of London, Sadiq Khan, and to the Rt Hon Chris Grayling MP, the Secretary of State for Transport, to pledge our support towards making Canons Park station, Hatch End station, Headstone Lane station, Kenton station, Northolt Park station, North Harrow station, Northwick Park station, Queensbury station, Rayners Lane station South Harrow station, Sudbury Hill station, Sudbury Hill railway station and West Harrow station accessible."

Upon a vote, the Motion was agreed.

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

2. Motion in the names of Councillor Sachin Shah and Councillor Sue Anderson:

"Making the next census count for our Armed Forces community Motion

This council notes:

1. The obligations it owes to the Armed Forces community within Harrow as enshrined in the Armed Forces Covenant; that the Armed Forces community should not face disadvantage in the provision of services and that special consideration is appropriate in some cases, especially for those who have given the most.
2. The absence of definitive and comprehensive statistics on the size or demographics of the Armed Forces community within Harrow. This includes serving Regular and Reserve personnel, veterans, and their families.
3. That the availability of such data would greatly assist the council, local partner agencies, the voluntary sector, and national Government in the planning and provision of services to address the unique needs of the Armed Forces community within Harrow.

In light of the above, this council moves to support and promote The Royal British Legion's call to include a new topic in the 2021 census

that concerns military service and membership of the Armed Forces community. We further call upon the UK Parliament, which will approve the final census questionnaire through legislation in 2019, to ensure that the 2021 census includes questions concerning our Armed Forces community.”

Upon a vote, the Motion was agreed.

RESOLVED: That the Motion set out at (ii) above be adopted.

3. Urgent Motion in the names of Councillor Paul Osborn and Councillor Barry Macleod-Cullinane. The Tabled amendment was voted upon and was carried:

“Urgent Motion:

Call for further consultation on the closure of Harrow’s Police Stations and Safer Neighbourhood team bases

This Council notes that:

- The Government made cuts to the Metropolitan Police of up to £1 billion. In Harrow, we currently have 316 police officers and 24 PCSOs, a reduction of 93 from the peak of 409 officers in September 2010 and 98 fewer PCSOs from the peak of 122 in July 2009.
- Closure of stations and team bases will mean that officers will spend more time travelling to and from their beat, reducing police presence just as violent crime is on the rise in Harrow.
- Policing is an extremely important issue for the residents of Harrow and increasingly so, with a significant rise in knife crime and other violent crime, reinforcing our residents’ justified fear of crime.

This Council believes that:

- Any decision on how to provide policing for Harrow should be taken seriously, with full public consultation, to ensure our Borough’s policing needs are properly met.
- Harrow should be a place where everyone feels safe and that we should all endeavour to make it a safer place. The Mayor of London, in his role as our elected Police and Crime Commissioner, is acting to improve policing, tackle crime and make Harrow safer.

This Council resolves to:

- Work more closely with the police and safer neighbourhood teams to ensure that residents feel safe and seek to keep Harrow's police stations and Safer Neighbourhood team bases open.
- Call on the Government to take policing seriously and fund the Metropolitan Police appropriately."

Upon a vote, the Motion was agreed.

RESOLVED (Unanimously): That the Motion set out at (iii) above be adopted.

268. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED: That in accordance with Part I of Schedule 12A to the Local Government Act 1972, the press and public be excluded from the meeting for the following item(s) for the reasons set out below:

<u>Item</u>	<u>Title</u>	<u>Reason</u>
20.	Information Report – Remuneration Packages and Severance Payments of £100,000 or Greater	Information under paragraph 1 (contains information relating to any individual).

[Note: Members of the Conservative Group wished to be recorded as having voted against the above Resolution].

269. INFORMATION REPORT - REMUNERATION PACKAGES AND SEVERANCE PAYMENTS OF £100,000 OR GREATER

RESOLVED: That the report be noted.

(CLOSE OF MEETING: All business having been completed, the Mayor declared the meeting closed at 9.52 pm).

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COUNCIL
30 NOVEMBER 2017

COMMUNITY SAFETY AND VIOLENCE
VULNERABILITY AND EXPLOITATION
STRATEGY

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REPORT FOR: Council

Date of Meeting: 30th November 2017

Subject: Community Safety and Violence,
Vulnerability and Exploitation Strategy

Responsible Officer: Tom Whiting, Corporate Director
Resources and Commercial

Exempt: No

Wards affected: All

Enclosures: Appendix 1: Community Safety and
Violence, Vulnerability and Exploitation
Strategy

Section 1 – Summary and Recommendations

This report sets out the rationale for further changes to the draft of the Community Safety and Violence, Vulnerability and Exploitation Strategy, which was deferred from the Council meeting on the 28th September, due to a need to consider the amendments tabled at that meeting. Further consultation has been undertaken since the Council meeting on the 28th September, and the Strategy takes account of these changes, highlighting where the original amendments were made on the right hand side of the page and the subsequent changes to these in 'tracked changes'.

Recommendations:

Council is requested to approve the Community Safety and Violence, Vulnerability and Exploitation Strategy.

Section 2 – Report

Background

All Community Safety Partnerships are required by law to conduct an annual assessment of crime, disorder, anti-social behaviour, substance misuse and reoffending within the borough. This is known as the Strategic Assessment. The Strategic Assessment is then used to produce the partnership's Community Safety Strategy. The last Community Safety Strategy was published in 2016 and is refreshed on an annual basis. However, with a new Mayor in post, the priorities from the previous Mayor's Office for Policing and Crime (MOPAC) 7 crimes have changed significantly¹, which involves the replacement of the previous Mayor's crime targets in favour of a thematic approach which gives local areas greater control of local police priorities.

This Community Safety and Violence, Vulnerability and Exploitation (VVE) Strategy sets out the Council's vision for tackling community safety in Harrow and takes into account the recommendations from two substantial reviews; the Home Office led Ending Gang and Youth Violence peer review in 2015 and the Local Assessment Process (LAP) in 2016, which addressed the issue of gang and youth violence locally. Furthermore, given that there is now a new strategic approach from the Mayor to policing and crime, there are clear synergies with the VVE agenda in general and also with domestic and sexual violence under the '*Tackling Violence Against Women and Girls*' theme. This Strategy will therefore include our vision for Domestic and Sexual Violence.

Current Situation

The Strategy was approved by Cabinet and recommended for Council adoption in July 2017. It was then considered at the Council meeting on 28th September 2017, but was not voted on and therefore deferred until this Council meeting on the basis of a number of tabled amendments, and a need to consider these in more detail.

The version appended to this report has a number of tracked changes within it since the version considered at Cabinet and then at Council on 28th September 2017. These changes can be summarised as follows:

1. Minor amendments made prior to consideration by Council on the 28th September under the delegated authority from Cabinet.
2. A series of amendments proposed by Councillors at the 28th September meeting but not voted on. Officers have subsequently met the Harrow Youth Parliament to discuss these as well as discussed them with the relevant Portfolio Holders and the Opposition Lead for Community Safety. For ease of reference these amendments have been labelled in the Strategy as 'comments' on the right hand margin, with the number of the amendment corresponding to the number as moved at the Council meeting on the 28th September. Further changes

¹ MOPAC 7 crimes are: Violence with injury; Robbery; Burglary; Theft of a motor vehicle; Theft from a motor vehicle; Theft from a person; Criminal damage

have been made to these amendments, which appear in tracked changes either within the amendment text itself, or as tracked changes following the amendment, as a result of the engagements with Harrow Youth Parliament and in discussion with Portfolio Holders and the Opposition Lead for Community Safety. It should be noted that two of the amendments moved at Council on the 28th September were very similar, which are referenced in the appended strategy as Amendment 11. One of these was moved by Councillor Osborn (seconded by Councillor Macleod-Cullinane) and the other one was moved by Councillor Weston (seconded by Councillor Bond). These two original amendments have been combined into Amendment 11 in the appended strategy and subsequently responded to by Officers in the final text put forward for approval by Council.

Youth Justice Plan

Given the changes that have been made to the Community Safety and Violence, Vulnerability and Exploitation Strategy, some amendments are proposed for the Youth Justice Plan in the following item on this agenda in order to create the necessary synergy with the two plans.

Financial Implications

The changes made in the strategy will be able to be delivered within existing resources. One of the reasons for not accepting all amendments as moved at the 28th September 2017 Council meeting is that there is a risk that with the pressure on Council finances, these would not be deliverable within the budget of the Council. Even where external resources could be brought in to support initiatives, these decisions will only be taken if it is clear where the sustainability of such initiatives can be funded from.

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

Equalities implications

Was an Equality Impact Assessment carried out? Yes

The Equalities implications are as those set out in the Cabinet report in July 2017. These have not changed based on the changes to the Strategy.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

The Community Safety and Violence, Vulnerability and Exploitation Strategy positively impacts on all the Council's priorities:

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

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 21 November 2017		
Name: Hugh Peart	<input checked="" type="checkbox"/>	Monitoring Officer
Date: 21 November 2017		

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

Contact: Alex Dewsnap, Divisional Director, Strategic Commissioning, 020 8416 8250

Background Papers:

Community Safety and Violence, Vulnerability and Exploitation Strategy
(Council version from the 28th September 2017)

**Community Safety,
Violence
Vulnerability and
Exploitation Strategy
2017 – 2020**

Contents

1. Foreword	page 3
2. Introduction	page 5
3. Local Context	page 7
4. Strategic Objectives	page 15
5. Delivering the Strategy	page 52
6. Annex 1 – See attached PDF	

Foreword

On behalf of Safer Harrow, the Harrow Community Safety Partnership, I am pleased to introduce Harrow's Community Safety and Violence, Vulnerability and Exploitation Strategy for 2017-2021. This year we are presenting a Community Safety Strategy that is different from last year's Strategy, which was based around the seven crime priorities from the Mayor's Office for Policing and Crime such as robbery, theft from vehicles and burglary (known as the MOPAC 7).

Following consultation on a new Police and Crime Plan, the Mayor has significantly changed his priorities for London, which involves the scrapping of the MOPAC 7 crime targets in favour of a thematic approach which gives local areas greater control of local community safety priorities. This new approach will ensure that police and councils are focused on the issues of greatest concern in their areas and that serious, high-harm, high vulnerability crimes that are a priority for the whole city are more central to our local approach. Within our strategy we still have a clear commitment to tackle high volume crime such as burglary, but we have also given a greater focus to what are low-volume but high harm crimes, which include youth violence, domestic abuse and drug and alcohol misuse. Given this greater focus on high harm crimes, we have also taken the decision to merge our Domestic and Sexual Violence Strategy (which would be up for renewal this year) into a single overarching Community Safety and Violence, Vulnerability and Exploitation Strategy.

Under my leadership, Safer Harrow will continue to work to address those high volume crimes which have seen an increase in the last year, including burglary, non domestic violence with injury, and anti-social behaviour, whilst ensuring we are tackling ~~the~~ high-harm crimes. Through this approach I feel we are firmly echoing the Mayor's priorities, which includes a renewed focus on tackling knife crime and youth violence, which also builds on recommendations from a Home Office led Ending Gangs and Youth Violence Peer Review which took place in 2015, and is clearly in my view aimed at delivering better outcomes for Harrow residents and making Harrow as a place safer for everyone.

I am also committed to working with partners, including the Harrow Youth Parliament, to develop better approaches to raising awareness in young people of the impact of anti-social behaviour and other forms of crime, so that young people are and remain safe.

Again, through a greater focus on partnership I believe we can make our limited and stretched resources go further so we do make Harrow a safer place.

Councillor Varsha Parmar
Portfolio Holder, Public Health, Equality and Community Safety
Chair, Safer Harrow

Introduction

~~The Council's vision is "working together to make a difference for Harrow". This is particularly relevant to the work of Harrow's Community Safety Partnership, Safer Harrow. The Partnership brings together many organisations that contribute to our ambition of making Harrow the Safest Borough in London. The Council's vision is also "working together to make a difference for Harrow" and this is particularly relevant to the work of Safer Harrow, which as a We Partnership are is working together to achieve better and safer outcomes for people who live, work, and study in the borough.~~

It is recognised that many of our priorities connect with those of other multi-agency strategic partnerships in Harrow such as the Harrow Safeguarding Children Board, Harrow Safeguarding Adults Board and the Health and Well-being Board. The partnership taking the strategic lead on each agenda will of course vary according to its statutory obligations, but by collaborating on relevant topics, the partnerships can be more effective by supporting each other's objectives. This means for example, that key messages can reach a wider audience and Safer Harrow can influence the direction of many more local initiatives through several lines of coordinated activity across the community.

All Community Safety Partnerships are required by law to conduct an annual assessment of crime, disorder, anti-social behaviour, substance misuse and reoffending within the borough. This is known as the Strategic Assessment. The Strategic Assessment is then used to produce the partnership's Community Safety Plan. The last Community Safety Strategy was published in 2016 and is refreshed on an annual basis. However, with a new Mayor in post, the priorities from the previous Mayor's Office for Policing and Crime (MOPAC) 7 crimes have changed significantly¹, which involves the replacement of the previous Mayor's crime targets in favour of a thematic approach which gives local areas greater control of local police priorities.

This new approach is designed to ensure that police, councils, and other [strategic](#) partners are focused on the issues of greatest concern in their areas and that serious, high-harm,

¹ MOPAC 7 crimes are: Violence with injury; Robbery; Burglary; Theft of a motor vehicle; Theft from a motor vehicle; Theft from a person; Criminal damage

high vulnerability crimes that are a priority for the whole city are not overlooked. The new themes in the Mayor's Police and Crime Plan 2017-21 are:

- Neighbourhood Policing
- Keeping Children and Young People Safe
- Tackling Violence Against Women and Girls
- Criminal Justice that Works for London
- Hate Crime

This Community Safety and Violence, Vulnerability and Exploitation (VVE) Strategy sets out the Council's vision for tackling community safety in Harrow and takes into account the recommendations from two substantial reviews; the Home Office led Ending Gang and Youth Violence peer review in 2015 and the Local Assessment Process (LAP) in 2016, which addressed the issue of gang and youth violence locally. Furthermore, given that there is now a new strategic approach from the Mayor to policing and crime, there are clear synergies with the VVE agenda in general and also with domestic and sexual violence under the '*Tackling Violence Against Women and Girls*' theme. This Strategy will therefore include our vision for Domestic and Sexual Violence.

In taking forward the proposed Community Safety and VVE Strategy the following partners have been consulted through Safer Harrow:

- Environmental Crime / Community Safety (Public Protection)
- Children's Services (YOT, Early Intervention)
- Housing
- Domestic and Sexual Violence
- Local Safeguarding Children's Board
- [Harrow Safeguarding Adults Board](#)
- Safeguarding Adults Services
- Police
- Public Health
- Probation
- Community Rehabilitation Company
- Health partners
- London Fire Brigade

Local Context

Harrow prides itself in being one of the most ethnically and religiously diverse boroughs in the country 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. 69.1% of residents classify themselves as belonging to a minority ethnic group and the White British group forms the remaining 30.9% of the population, (down from 50% in 2001). The 'Asian/Asian British: Indian' group form 26.4% of the population. 11.3% are 'Other Asian', reflecting Harrow's sizeable Sri Lankan community, whilst 8.2% of residents are 'White Other', up from 4.5% in 2001. In terms of religious belief, Harrow had the third highest level of religious diversity of the 348 local authorities in England or Wales. The borough had the highest proportion of Hindus, Jains and members of the Unification Church, the second highest figures for Zoroastrianism and was 6th for Judaism. 37% of the population are Christian, the 5th lowest figure in the country. Muslims accounted for 12.5% of the population.

Harrow has a population of 247,130 people² which has grown over the last decade by 11.8%. This is above the UK average annual population increase rate over the same time period. 49.8% of the population are male, whereas 50.2% of Harrow's residents are female. Harrow is an affluent borough with pockets of deprivation mainly around the centre, the south and east of the borough; including the wards, Roxbourne, Greenhill, Marlborough, Harrow Weald, and Wealdstone, which also has the highest level of income deprivation in the borough. Harrow's least deprived areas are largely found in the north and west of the borough.

² According to 2015 Mid-Year Population Estimates

National & London Rank

213/326 England
28/33 London

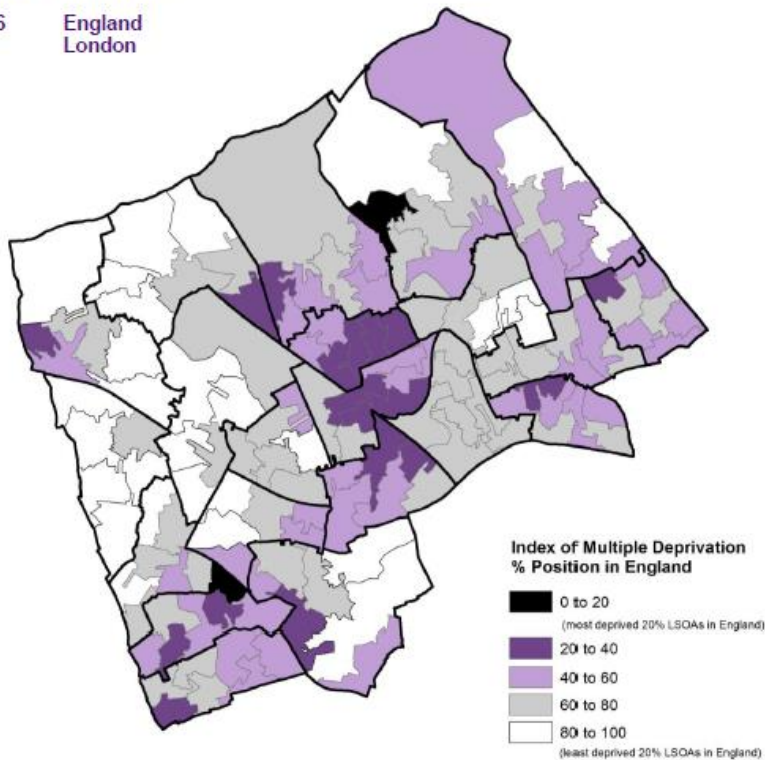


Figure 1 – Deprivation in Harrow based on the Index of Multiple Deprivation, 2015

Employment levels in Harrow are generally good, and Harrow has seen a reduction in unemployment and the number of long term unemployed claimants. However, a number of residents are low paid and have low functional skills. The employment deprivation domain within the 2015 Index of Multiple Deprivation (IMD) indicates 12,083 of Harrow's residents experiencing employment deprivation. This includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities.

Overall, Wealdstone is Harrow's most deprived ward for employment deprivation, closely followed by Roxbourne. Unemployment figures are highest in Greenhill, Wealdstone and Roxbourne wards. Employment deprivation is generally concentrated in areas with higher levels of social housing, such as the Rayners Lane Estate in Roxbourne; the Headstone Estate in Hatch End and Harrow Weald; the Woodlands and Cottesmore Estates in Stanmore Park; and the former Mill Farm Close Estate in Pinner.³

³ Harrow Council (2017) *Equality Matters: Reducing Inequality in Harrow*

It should be noted however that a report by London School of Economics (2016)⁴ suggests that the £140m regeneration programme in the Rayners Lane estate has brought positive changes to the estate. With residents saying that they think the estate is now 85% better than it was.

In terms of income deprivation, the Indices of Multiple Deprivation (IMD) Income Deprivation scale indicates that 30,733 of Harrow's residents are currently experiencing income deprivation. Wealdstone is Harrow's most deprived ward for this measure and for income deprivation affecting children, closely followed by Roxbourne, then Marlborough and Harrow Weald. Over a fifth of Harrow's residents are in low paid jobs. In part this relates to the business composition of the borough, with small businesses paying less than larger companies and in part due to a significant number of residents having low skills⁵.

In terms of child poverty⁶, Within Harrow, the highest proportions of the population without qualifications or with low level qualifications are in Kenton East, Edgware, Roxbourne and Roxeth. Poor language skills are a major barrier to progressing in the workplace. Harrow was one of 25 local authority areas identified by the Department for Communities and Local Government as an area with high levels of need for English Language provision. 28.5 % of Harrow's residents have a foreign first language. In 15.9 % of households English is not the main language of any household occupants, the 10th highest ranking nationally and much higher than the national level of 4.3 %. The 2011 census showed 1% of Harrow residents unable to speak English at all, compared to 0.6% for London and a national figure of 0.3%.

In terms of child poverty, 17% (London average 17%) children are living in poverty in Harrow before housing costs, and this rises to 27% (London average 37%) after housing costs in Harrow (Dec 2015)⁷. Child poverty has long-lasting effects. By the time children reach GCSE-age, there is a 28 per cent gap between children receiving free school meals

⁴ LSE, (2016) *Moving on without moving out: the impacts of regeneration on the Rayners Lane Estate*

⁵ CLG, *Indices of Deprivation 2015*, Crown Copyright

⁶ Poverty in this document refers to the *relative* poverty measure (defined by Peter Townsend as "Resources that are so seriously below those commanded by the average individual or family that they are, in effect, excluded from ordinary living patterns, customs and activities."). The definition of poverty used in this document is: *Families which have £79 less per week than families on average income.*

⁷ <http://www.endchildpoverty.org.uk/poverty-in-your-area-2016/>

<https://www.gov.uk/government/statistics/households-below-average-income-199495-to-201516>

(FSM) and non FSM in terms of the number achieving at least 5 A*-C GCSE grades. Families in Harrow experience poverty for a variety of reasons, but its fundamental cause is not having enough money to cope with the circumstances in which they are living. A family might move into poverty because of a rise in living costs, a drop in earnings through job loss or benefit changes. Children in large families are at a far greater risk of living in poverty – 34% of children in poverty live in families with three or more children.

Schools in Harrow are; on the whole, among the best performing in the country which has been maintained over a number of years, with 95% being judged as Good or Outstanding (31st August 2016). However, inequalities in education exist in Harrow, particularly amongst children with special educational needs (SEN), those eligible for FSM, and specific ethnic groups. There is a wider gap between pupils who have special educational needs and their peers at Key Stage compared to the national average. Additionally, children who receive FSM show less progress across all subjects between Key Stage 1 and Key Stage 2 compared to their peers.

In terms of public voice and victim satisfaction, *Harrow is currently recording 79% victim satisfaction (ranked 20th in London) and 64% 'good job' confidence levels for residents of the borough (27th of the 32 London boroughs)*; this is according to data published by the Mayor's Office for Policing and Crime.

Between October 2015 and September 2016, a total of 13,631 crimes were recorded in Harrow, this equates to 1.79% of all crime reported in Greater London and was the sixth lowest of actual crimes reported.

The table below shows the difference in crime rate between Harrow and our neighbouring boroughs from October 2014-September 2015 and October 2015-September 2016. Hillingdon has shown the ~~greatest reduction~~ lowest increase in the crime rate between the same two time periods and Ealing's reduction was slightly lower than Harrow's. Barnet showed a similar increase to Harrow and Brent recorded the largest increase in the area.

Total offences	October 2014-September 2015		October 2015-September 2016		% Change
	Offences	Rate (per 1,000)	Offences	Rate (per	

				1,000)	
Hillingdon	21921	73.63	22415	75.29	2%
Ealing	26775	78.05	27877	81.26	4%
Harrow	12598	50.98	13631	55.16	8%
Barnet	24002	63.21	25824	68.01	8%
Brent	24833	76.64	27540	85.00	11%
Greater London	727488	83.87	758919.00	87.50	4%

Figure 2: Rate change showing the change in percentage when comparing crime per 1,000 population

Crime increased by 8% compared to the same period of time the previous year; this is higher percentage increase than Greater London as a whole, where crime increased by just 4%.

Progress under the Mayor's Office for Policing and Crime (MOPAC) 7 crimes

This section reports on progress made against 6 of the 7 previous MOPAC 7 crimes, which includes, Violence with injury; Robbery; Theft of a motor vehicle; Theft from a motor vehicle; Theft from a person; Criminal damage. As Burglary has increased considerably in Harrow this has been identified as a strategic objective in this strategy and will be looked at in more detail in the Strategic Objectives chapter.

Violence with Injury includes a range of offences including murder, wounding / grievous bodily harm (GBH) and assault with injury, and there were 1,327 offences that took place in relation to this indicator from October 2015 to September 2016. There has been a reduction of 4 offences (or 0.3%) compared to the same period in the previous year (see table below). However, data on victims of knife crime shows an increase over the same period (see below) which corresponds with experience of local police and other front line staff.

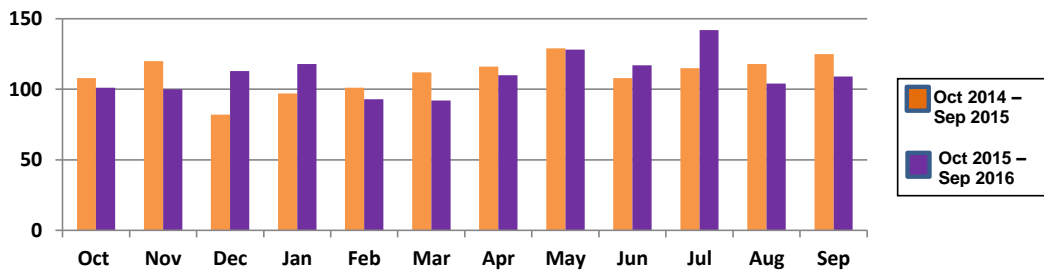


Figure 3 – Violence with injury offences (number) between October 2015 and September 2016 compared to the previous year

Incidences of *Robbery* (including crimes such as theft with the use of force or a threat of force, personal robberies, commercial robberies snatch), have increased significantly by 22.2%, with 391 offences being recorded this year compared to 320 offences being recorded in in the previous year.

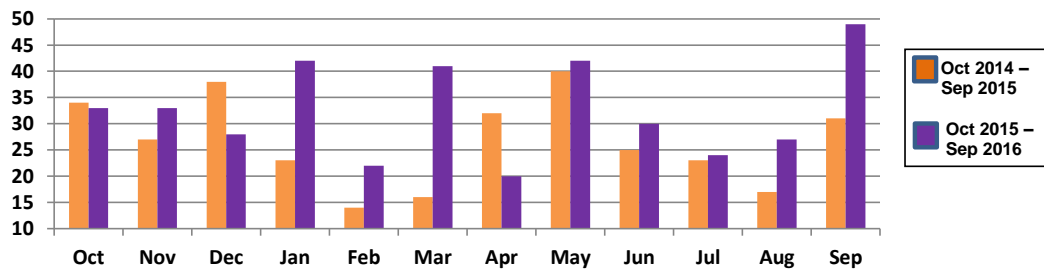


Figure 4 – Robbery offences between October 2015 and September 2016 compared to the previous year

Theft of a motor vehicle has seen the largest increase in percentage terms of all of the MOPAC indicators, having increased 44% in the last year in the same reporting period. When looking at this in a population context, this translates to an increase of 0.36 per 1000 population.

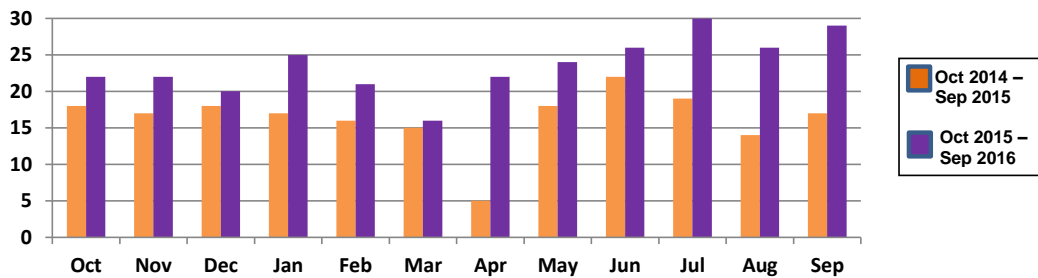


Figure 4 – Theft of a motor vehicle offences between October 2015 and September 2016 compared to the previous year

There were a total of 1,133 offences relating to *theft from a motor vehicle* between October 2015 and September 2016, which is an increase of 6% compared to the previous year.

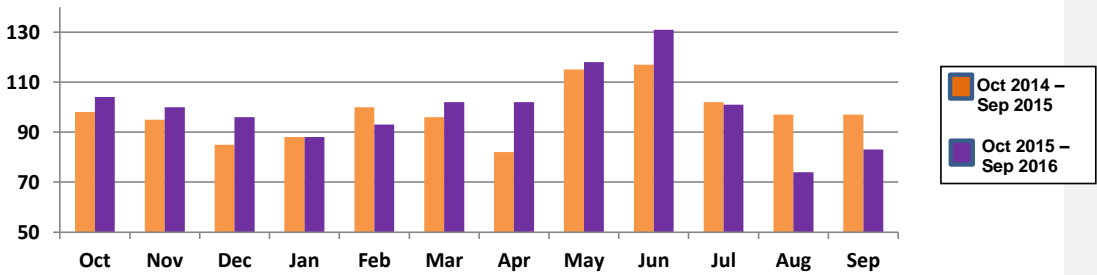


Figure 5 – Theft from a motor vehicle offences between October 2015 and September 2016 compared to the previous year

346 offences in relation to *theft from a person* took place during the last year; this has risen by 21.4%, and is a significant increase.

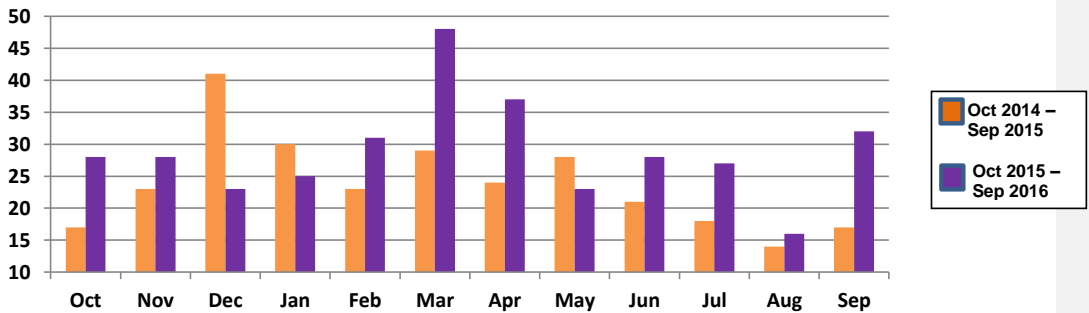


Figure 6 – Theft from a person offences between October 2015 and September 2016 compared to the previous year

Criminal damage includes offences such as damage to a dwelling, damage to other buildings, damage to a motor vehicle and other criminal damage offences. There were a total of 1,192 offences this year, which translates to a small increase of 1.7% or 20 additional offences.

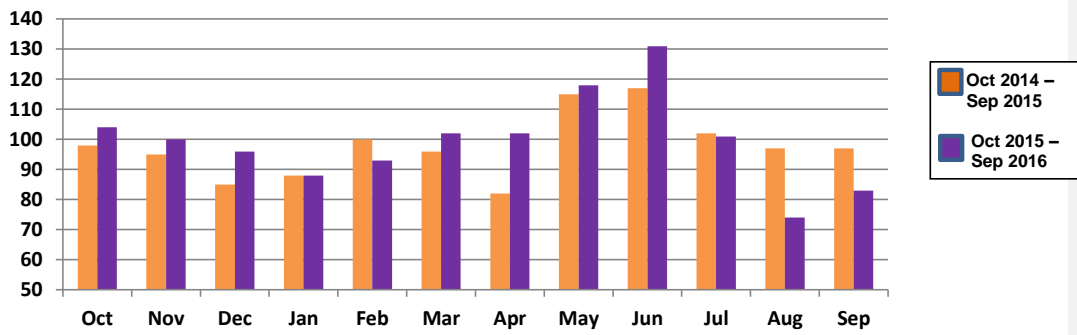


Figure 7 – Criminal damage offences between October 2015 and September 2016 compared to the previous year

Strategic Objectives

Our aim is to deal with the cause of crime and not just the problem itself through the continuation of our services across the partnership and a distinct set of projects which work with perpetrators and those on the edge of crime. Harrow's strategic objectives are two-fold, and based around intelligence gathered from the previous Mayor's Office for Policing and Crime (MOPAC) 7 crimes and around anecdotal accounts such as the rise in youth violence and gang-related activity, which has given us an understanding of what is important in Harrow. Our focus for the next four years will be based on two strategic areas; *high volume crime*, which include crimes that have seen a significant increase in the last year, and *high harm crime*, which encompass Harrow's central commitment to tackle *Violence, Vulnerability and Exploitation (VVE)* in the borough.

We understand that while there are many indicators of high harm crime, the nature of the root causes are not always understood. There has never been a more critical time to explore the strong link between the complex needs of vulnerable young people who are at risk of being exploited and individuals who take to offending. However, vulnerability isn't just limited to people, and at times local areas can turn into crime hotspots and vulnerability can become concentrated into particular areas, where people are more likely to become victims of both high volume and high harm crimes. By putting VVE at the core of our strategy we plan to reduce crime in the borough not just through enforcement and convictions but by also working with those people who are vulnerable to being brought into association with crime either as a perpetrator or as victim (and in some instances both).

We pledge to make Harrow the safest place to live for all those who live, work, and study in the borough and this will be achieved through a distinct set of strategic objectives set out below:

High volume crime

The following crimes will be prioritised following a significant increase in these areas and in agreement with the Mayor's Office for Policing and Crime (MOPAC):

1. *Burglary* – To reduce the number of burglaries and fear of crime in the borough and increase public confidence in the police;

2. *Non-domestic violence with injury* – To reduce the number of incidents of grievous bodily harm and actual bodily harm (NB, this is still an emerging theme with MOPAC, but in devising our strategy and concentrating on high harm crime, we believe we will cover non-domestic violence with injury with the areas in our delivery plan)

3. *Anti-social behaviour (ASB)* – To reduce the number of anti-social behaviour incidents that occur in the borough and ensure victims get the support ~~they~~ [need-specific to their needs.](#)

High harm crime

We will have a strong focus on the following aspects of high harm crime which reinforce our commitment to tackle violence, vulnerability and exploitation in the borough. This also firmly echoes the current Mayor's priorities, and includes a renewed focus on Anti-Social Behaviour and Youth Violence.

1. *Youth violence and knife crime* –
 - a. To reduce the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons,

 - b. To ~~embed support schools to deal more effectively with a cultural shift within the schools on the~~ [issues of sexual assault, child sexual exploitation and digital exploitation, and to promote a culture of awareness of child sexual exploitation;](#)

2. *Domestic and sexual abuse* – To provide critical support to the most vulnerable members of our community who are affected by domestic and sexual violence and female genital mutilation;

3. *Drug and alcohol misuse* –

- a. To reduce the number of young people involved in the supply of illegal substances and to build resilience in young people so that they are able to spot the signs of dealer grooming;
- b. To reduce alcohol and drug-related reoffending via targeted early support and treatment for ex-prisoners;

4. *Extremism and hate crime* – To prevent young people from being drawn into terrorism; and to improve hate crime reporting rates.

High Volume Crime

1. Burglary

The Indices of Deprivation (IMD) Crime Domain and Burglary, Robbery, Violence with Injury and ASB ([BRVA](#)) Data from 2015-16 provides a list of wards in which residents are most at risk of crime victimisation. The following wards feature in both top 7 most at-risk lists: Greenhill, Edgware, Marlborough, Roxeth, Harrow on the Hill, Roxbourne, and Queensbury. Analysis of these wards shows a particular peak in some crime during the winter months when clocks go back and the nights get longer, making homes an easier target. Notably, Edgware, which is the 2nd most at risk according to BRVA data, and is also 1st in the IMD Crime Domain. Furthermore, 6 out of 10 of the most deprived wards according to the Index of Multiple Deprivation (IMD) are also in the top 10 wards at the highest risk of crime based on the BRVA measurement. These are, Roxbourne, Greenhill, Marlborough, Edgware, Roxeth, and Harrow on the Hill. This suggests a correlation between deprivation and crime levels.

There were a total of 2,025 burglary offences between October 2015 and September 2016. This is a significant increase when compared to the same period in the previous year, and translates to a 27% increase or 489 additional offences in this period. The chart below also shows the number of offences in boroughs around Harrow and in Greater London.

Burglary	October 2014 - September 2016		October 2015 – September 2016		Offences Change	% Change
	Offences	Rate (per 1,000)	Offences	Rate (per 1,000)		
Ealing	2782	8.11	2542	7.41	-240	-9%
Hillingdon	2471	8.30	2064	6.93	-407	-16%
Barnet	3700	9.74	3707	9.76	7	0%
Brent	2660	8.21	2747	8.48	87	3%
Harrow	1586	6.42	2025	8.19	439	28%
Greater London	58768	6.78	69456	8.01	10688	18%

Table 1 – Burglary offences in Harrow and neighbouring boroughs

The chart below shows the number of offences recorded in Harrow during each month between October 2015 and September 2016 (purple) compared to the previous year (orange).

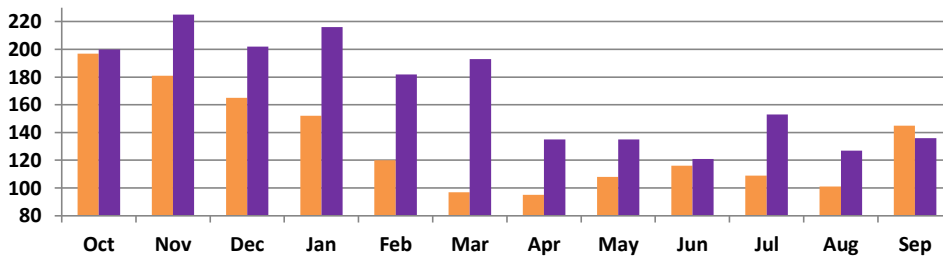


Figure 8 – Burglary offences between October 2015 and September 2016 compared to the previous year

Harrow Police have launched a campaign called '[Autumn Nights: Be Safe](#)' which is aimed at increasing public confidence and reduction of a fear of crime, as well as a reduction of burglaries itself. This project aims to:

- Provide a lawful and proportionate policing response to the anticipated rise in residential burglary during the darker nights of the autumn
- Prevent burglary and provide a reasonable and proportionate response if a burglary is committed
- Work together with partner agencies

In preparation for this campaign, police teams will be working to identify vulnerable people and burglary and theft 'snatch' hotspots across the borough. Once launched, the campaign will provide specific Intelligence and the tasking of Safer Neighbourhood Teams, including fortnightly street briefings and weekly contact with hard to reach groups, community events, faith premises, and sellers which include supermarkets. In addition to this, literature and other publicity material will be used to promote anti-burglary messages, which typically increase as the clocks go back and the nights are longer.

The police also plan on increasing signage on roads, raising awareness of panic alarms and light timers and ensure there is higher visibility in burglary areas, including the deployment of high visual cycle patrol officers who will cover high-risk areas at particular times of the day or night. In addition to this, METRACE will continue to be rolled out to priority areas. The police commit to working closely with the Council to make best use of opportunities to use CCTV intelligence.

~~With regards to intervention and prevention at schools, dedicated Schools Officers already exist, and the aim is to ensure all Schools Officers discuss concerns in relation to the misuse of fireworks and 'trick or treating' and highlight the consequences of offences. Following on from this the police will maintain a list of bail/curfew restrictions and carry out truancy patrols.~~

Comment [m1]: Amendment 12
(moved to ASB section)

In the past this campaign, previously known as e-'Autumn Nights' campaign has proved successful in reducing burglaries during autumn when a number of religious festivals, including Navratri, Diwali, Hanukkah and Christmas occur. In 2015 the project was very popular with the community in reminding them to keep their home safe. However with such a great increase in burglary in the last year it is clear that there now needs to be a greater focus on this area.

In addition to this, the Harrow Safeguarding Adults Board (HSAB) has identified a priority for future work in tackling scams, door step crime and distraction burglary which relate to

older and vulnerable people. Locally there have also been victims and the HSAB wants to get a better understanding of the numbers and is promoting the [Home Office / Metropolitan Police](#) “little book of big scams” (~~Home Office/Metropolitan Police~~) and the [National Trading Standard / Police](#) “watch out for scams” (~~National Trading Standards/Police~~) publications as widely in the borough as possible.

2. Non-domestic violence with injury

This is a new indicator for MOPAC and is recorded as allegations of grievous bodily harm, actual bodily harm, wounding, and assault with injury. We aim to address this through our commitment to tackling violence, vulnerability and exploitation in its general sense and this is explored in further detail in the next section.

The MOPAC Crime Dashboard⁸ shows an increase in Common Assault offences in the last 12 months, which make up 9.5% of total notable offences. Offences are highest in five wards in the south and centre of the borough, namely; Greenhill, Harrow on the Hill, Roxbourne, Marlborough and Roxeth wards. Over 43% of Common Assault offences across the borough occur in these five wards. There has been a recent increase in acid attacks, although the number of incidents in Harrow is very low. As a partnership we will be monitoring this trend and will bring forward relevant interventions working alongside other partners as part of our overall preventative approach.

3. Anti-Social Behaviour

Anti-social behaviour covers a wide range of unacceptable activity that causes harm to an individual, to their community or to their environment. This could be an action by someone else that leaves a person feeling alarmed, harassed or distressed. It also includes fear of crime or concern for public safety, public disorder or public nuisance.

Examples of anti-social behaviour include:

- Nuisance, rowdy or inconsiderate neighbours
- Vandalism, graffiti and fly-posting
- Street drinking

⁸ <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-research/crime>

- Environmental damage including littering, dumping of rubbish and abandonment of cars
- Prostitution related activity
- Begging and vagrancy
- Fireworks misuse
- Inconsiderate or inappropriate use of vehicles

The police, local authorities and other community safety partner agencies, such as Fire & Rescue and social housing landlords ([which includes registered providers and the Council](#)), all have a responsibility to deal with anti-social behaviour and to help people who are suffering from it, [including resolving issues at the earliest point of an incident of ASB.-](#)

There has been an upward trend in incidents of Anti-Social Behaviour since summer 2016 with Harrow recording an 8.2% increase compared to the previous 12 month period, which currently ranks Harrow at 27th out of 33 boroughs within London.

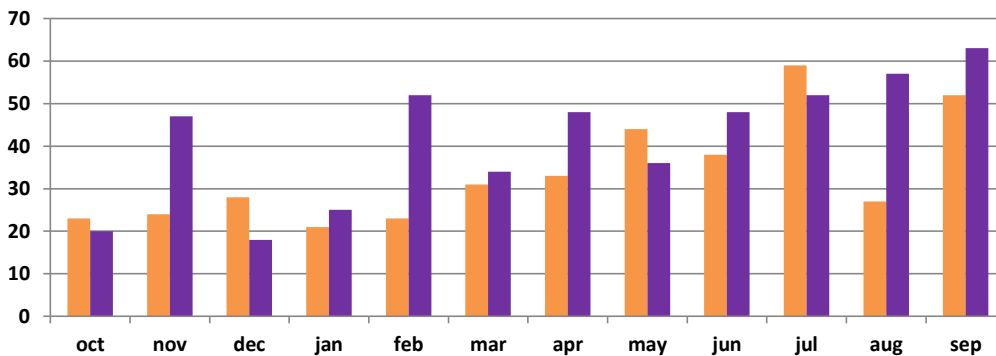


Figure 9 – Anti social behaviour incidents between October 2015 and September 2016 [as reflected in Police Crime data](#) compared to the previous year

Locations in the borough that have seen a considerable rise include Queensbury, Stanmore Park, and Belmont, with the peak months for anti-social behaviour incidents occurring in September, August, and February.

The Council's Community Safety Team is responsible for dealing with matters of Anti-Social Behaviour [with the exception of Council housing. The Community Safety Team arising in the Borough and](#) is responsible for investigating ~~all~~ complaints of ASB through to resolution using the appropriate tools and powers and through engagement with partners, ~~including the Council's Housing Team~~. In order to enhance our partnership between the

Council and the Police, Police Officers sit with the Team to ensure sharing of information and a co-ordinated approach for the Borough. To ensure the protection of the community, the team remit includes elements of violence and vulnerability and the central focus of the team is the victim and also supporting the community. Officers are also responsible for taking forward recommended actions outlined on the partnerships Risk Matrix, part of the Council's Anti-Social Behaviour Action Group (ASGAB), to support victims.

Currently the team has been acting as the Single Point of Contact for operational issues in relation to gangs and has been coordinating a partnership approach to dealing with gang related crime through monthly Gangs Multi Agency Partnership (GMAP) meetings, which has been set up in response to increasing violence from gangs on the borough and emerging risks of those exploited by gangs. The group meets on a monthly basis and bring together partners to add value to the enforcement options delivered by the police. GMAP is attended by key agencies, including Schools Officers who are represented by the Police Team, and the Youth Offending Team (YOT) who ~~are~~ provide an insight into the current interventions taking place which can influence decisions around enforcement options for young people. The Community Safety Team work with internal and external agencies to tackle matters of violence, vulnerability and exploitation through identification, education, disruption and enforcement. The aims are to:

- Provide first line support and act as primary co-ordinators and enforcers for matters of ASB, crime and disorder in the Borough in partnership with other Council partners and external agencies;
- Take the recommended action outlined on the Partnership Matrix to support the victim(s) as well as the appropriate course of action to tackle the perpetrator(s)
- Investigate all ASB complaints to resolution using the appropriate tools and powers and through engagement with partners, with the exception of Council housing. This includes the organisation of a series of meetings that are governed by set protocols that ultimately report to the Safer Harrow Board and the Home Office where necessary;
- Provide proactive reassurance and support in relation to ASB issues, to those who live, work and visit Harrow in partnership with relevant agencies
- Work closely with other Councils to share best practice in combatting crime and disorder, in line with Home Office guidance
- Support and protect vulnerable victims and manage risk in accordance to them, working closely with safeguarding units

With regards to intervention and prevention at schools, dedicated Schools Officers already exist, and the aim is to ensure all Schools Officers discuss concerns in relation to the misuse of fireworks and 'trick or treating' and highlight the consequences of offences. Following on from this the police will maintain a list of bail/curfew restrictions and carry out truancy patrols.

Comment [AD2]: Amendment 12 – moved from previous P19

Harrow Council will ~~continue~~ ~~increase~~ its co-operation with schools in order to further develop ~~a the comprehensive awareness course~~, for students and other young people regarding the ~~, which will explore the impact of that~~ engaging in anti-social behaviour and gang crime. ~~This and~~ will involve ~~can have on~~ a wide range of stakeholders including ~~offenders, victims and~~ the local community. The Council will also seek to ~~continue to adopt this approach~~ ~~introduce this approach~~ ~~introduce this~~ through its youth provision ~~in youth centres at as many sites as we can~~ throughout the borough. We will ensure that ~~, so as to ensure that a number of~~ young people are involved in programmes to raise awareness about the negative impacts of crime and anti-social behaviour ~~in order to try and deter their participation in such activity. and therefore deter them from participating in it. In order to~~ ~~To support the delivery of~~ these sessions, the ~~e~~Council will seek to work alongside voluntary sector partners whose activities involves addressing certain types of anti-social behaviour such as street drinking and substance misuse.

Comment [m3]: Amendment 1

The council will ~~continue~~ ~~seek~~ to extend the commissioning of a range of providers, including ~~Prospects who are an organisation which provide careers information and employment support to young people to increase employability pathways, which is considered a desistance factor. This is so that they play an active role in the delivery of sessions on anti-social behaviour in youth groups and youth centres.~~ We will continue to deliver bespoke sessions on ~~As part of this process, the aim would be to support young people to investigate~~ the impact that criminal records and convictions can have on future life chances, including any aspirations which the young person has. ~~This in turn would increase the relevance and urgency of the message being conveyed regarding the negative effects of crime and hence, it is more likely that the young person would be deterred from committing criminal offences as a result.~~

Comment [m4]: Amendment 2

In addition to this, CCTV continues to play an instrumental role in making the borough safer. The Council works closely with the police in this area and delivers a 24/7/365 CCTV

service. This has worked well and includes utilising direct video and radio links. The good work of the team has been recognised at a local and regional level.

Over recent months a MOPAC-led taskforce has been exploring opportunities to secure sustainable CCTV provision in London. This is in recognition of the challenging financial climate faced by local authorities, which are the primary funders of public space community safety CCTV. Harrow Council is one of the sites that the taskforce visited. The findings from the work of the taskforce will inform future approaches to CCTV. In addition, the council will continue to engage with the development of any regional strategy in this area.

Services for offenders

All local authorities have a significant role to play in reducing reoffending as well as tackling crime. This includes ensuring partners take account of the concerns of residents and businesses and understanding the health and wider needs of offenders. A number of partners are responsible for commissioning and providing a range of services that support the rehabilitation of offenders. Examples include community based and residential drug and alcohol treatment and recovery services, support with mental health needs, housing provision and benefits, social care services, and access to training, volunteering, education, and employment opportunities.

The Council continues to develop an effective working relationship with the National Probation Service a Community Rehabilitation Company through various panels, including the Integrated Offender Management (IOM) service. The IOM panel meets on a monthly basis providing an opportunity for the provision of intelligence sharing through a number of partners and uses of a range of enforcement powers to take action against offenders who choose not to engage with IOM services, and who continue to offend. Harrow Council plays an integral role in the strategic development and operational delivery of IOM in terms of securing partnership buy-in and resources for multi-disciplinary IOM teams and ensuring robust governance arrangements are in place to support delivery and ensure accountability.

High Harm Crime

Violence, Vulnerability and Exploitation (VVE)

This strategic objective for Harrow has been informed by the Ending Gang and Youth Violence Peer Review, which was commissioned by the Home Office in 2015. The Review found that Harrow is dealing with some of the highest risk young people, and recognised emerging issues of serious youth violence vulnerability and exploitation. Following the Peer Review, a Local Area Profile was commissioned which involved a one-day Local Area Assessment, giving us invaluable insight through interviews and focus groups with front-line practitioners to gather information, building a qualitative picture of the key issues and drivers around county lines with our neighbouring boroughs, gangs, youth violence and vulnerability. Additionally, one of the recommendations of the Peer Review was to develop a problem profile, which explores the risk factors that affect violence, vulnerability and exploitation and gain an in-depth understanding of the causes of gang membership. In identifying these issues, we hope to reduce the number of people drawn into gang membership through early intervention and equipping existing gang members with the support they need to exit a disruptive pathway. This will not only safeguard younger siblings and family members who may be on the periphery of exploitation but also help to prevent gang culture becoming further embedded in Harrow.

Several partners have a role to play in dealing with all aspects of VVE in our strategic objectives and boroughs have received funding from MOPAC via the London Crime Prevention Fund (LCPF) in order to address key priorities related to crime reduction. We have worked with our voluntary and community sector (VCS) to design a range of interventions that have been proven to be successful in the borough and elsewhere, these are outlined in more detail further on. Our aim is that by working in partnership with the local VCS they will be able to leverage in additional funding and resource to support this agenda in addition to what the Council can provide.

4. Youth violence and knife crime

We have seen an increase in the number of victims of knife crime within the borough and young people convicted of weapons offences has also risen. In 2016/17 36 young people were convicted of possession of an offensive weapon, compared to 28 young people in the previous year however, the number of first time entrants has decreased by 7.9% compared to the previous year; this is based on data collected by the Council's Youth Offending Team (YOT). The graph below shows how FTE has changed over the past six years.

25

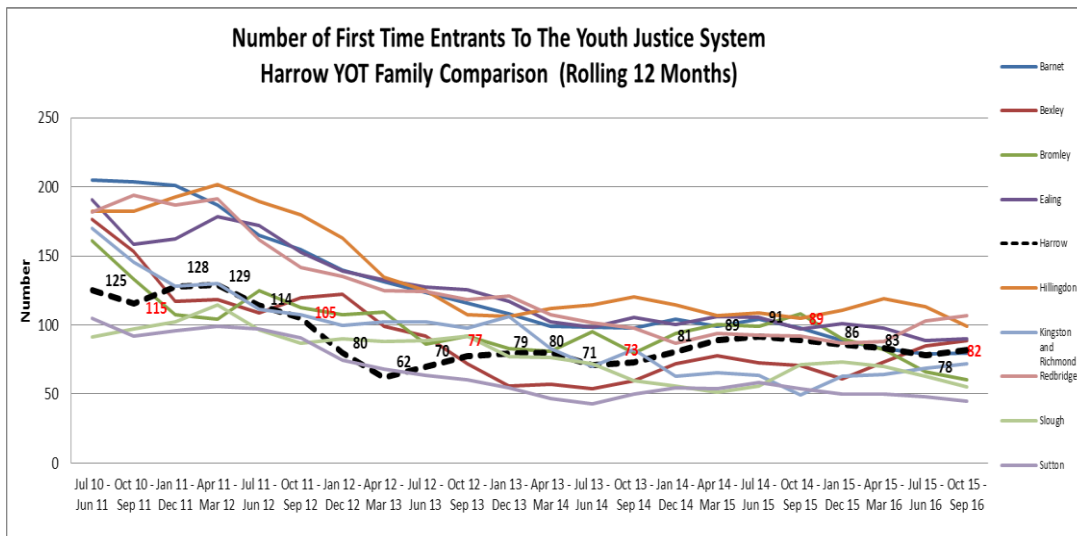


Figure 10 – Number of first time entrants to the Youth Justice System

In addition to this, the Triage service has been transferred to Harrow’s YOT service which has meant a more streamlined approach to early intervention to address youth violence. During 2016/17 the YOT received 73 referrals, 68 of which went on to have a triage intervention. Overall; including those already with triage at the start of the year; the team delivered triage interventions to 83 young people. There were a total of 50 young people discharged from the triage programme in 2016/17 45 (90.0%) of whom completed the programme successfully.

However, assessments of young people by the YOT indicate that young people are carrying knives due to feeling unsafe and the majority of knives have been kitchen knives rather than “trophy” knives. Knife crime incidents made up a total of 281 offences in April 2015 to March 2016 in young people aged 0-25, this increased by 29% in the following year to 362 incidents between April 2016 to March 2017. The graph below shows the upward trend of knife related incidents in the borough:

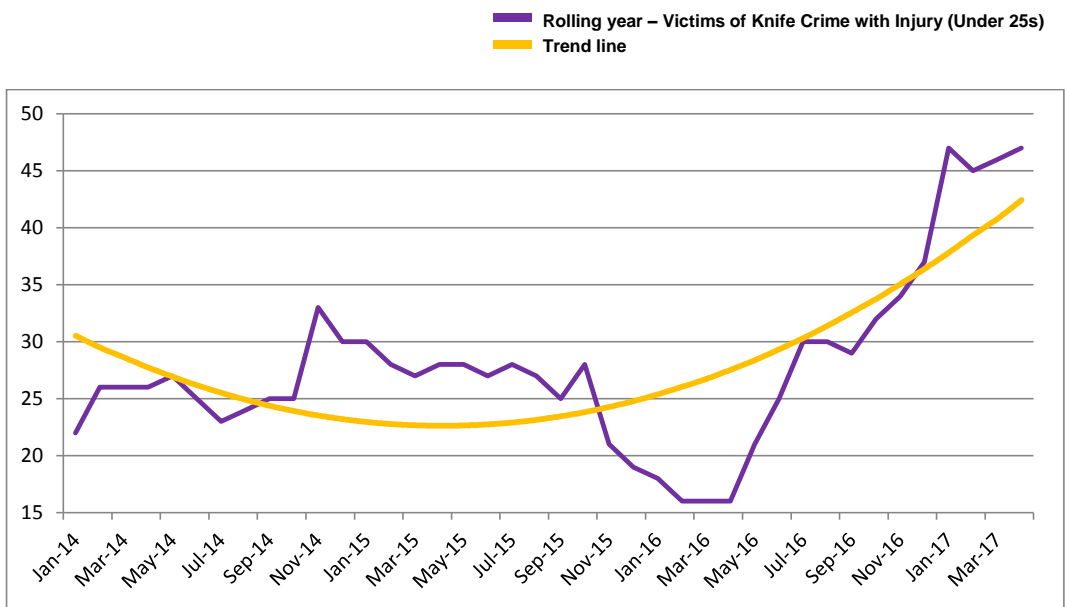


Figure 11 - Knife Crime with Injury (Under 25s) from October 2015 – April 2017, MOPAC Dashboard

Harrow has seen a particular rise in youth violence in the South Harrow and Rayners Lane area and in light of this increase, and in response to offences linked to knife crime and serious offences involving stabbings, the Council are developing a Youth Offer as part of the Early Support [Offer](#) and in conjunction with Youth Offending Team to directly address young people who are vulnerable to being either victims or perpetrators of such crime.

As many young people report that they carry knives on the basis that they feel unsafe and as a result, more activities which develop confidence and emotional resilience are being developedrequiredrequired. The Council therefore will continue to increase its efforts to seek the views of young people on increasing sessions which -to increase the number of sessions which involve creative arts (including dance, drama, art, and music) in youth centres across the borough and will continue seek to work with voluntary and private sector organisations in order to design and subsequently deliver these sessions. This is because feelings of insecurity can be addressed by providing opportunities for self expression. Creative arts such as music, dance and drama offer a way of doing this. Furthermore, public speaking — which teaches debating skills — enables young people to investigate their views and challenge those of others so that they can become more

~~inclined to develop opinions on the world around them. In this sense, it increases their confidence in expressing their ideas and so would help to tackle the sense of insecurity which results in some young people carrying knives. Linked to this, through our partnership with Young Harrow Foundation we are developing a new needs analysis which will support future decisions on what services and support can be developed to make the biggest difference for young people. This work will be supported through training members of the Harrow Youth Parliament in public speaking to deliver this message through schools in the borough in order to maximise take up in the needs analysis.~~

In addressing the issue of youth violence, the Council have been working with Ignite a well-known voluntary and community organisation, with a team of experienced youth workers, to recruit a full-time Gangs Worker for the Rayners Lane Estate and South Harrow area. The programme is specifically aimed at working with young people connected to ~~the~~ known gangs in the area and those who are engaged in high levels of anti-social, violent and criminal behaviour.

This service aims to achieve a reduction in youth offending and gang-related behaviour, and support young people to disengage with and ultimately leave associated gangs. The Gangs Worker will work in close partnership with the Community Safety Team and attend monthly GMAP meetings to share intelligence and anecdotal insight. Outcomes will include reduced incidents of violent youth crime in Harrow and a reduction in children and young people 'coming to notice' by the police and young people demonstrating improved self-esteem, engagement, confidence and skills, helping them to make positive choices and increasing their aspirations and hope for the future. The programme will enable young people to demonstrate improved personal and social skills such as communication and emotional resilience.

~~Harrow Council will continue seek seek to work with the police and voluntary sector partners in order to continue to raise awareness of violence, vulnerability and exploitation, and serious youth violence introduce a gangs awareness course in youth centres across the borough as part of the Youth Offer. well as in wards where gang crime is a particular issue. Young people particularly those who are vulnerable to crime – will should be targeted able to access the provision on offer and engage in workshops and consultations with youth workers and the police. These workshops and consultations will also contribute to the needs analysis set out above. which explore the negative effects of gang crime and the impact that it can have on their personal development.~~

~~Connected to this, As~~ we believe that prevention and early intervention is better than cure, ~~and~~ we have therefore invested in a drama programme with Synergy Theatre. Synergy have a proven track record in working to rehabilitate ex-prisoners and have featured in the national press for their successful work in changing the attitudes and behaviours of participants and the audience. The production company will work in a select number of targeted schools where young people are at risk of entering the criminal justice system to help them discover alternative pathways and become an integral and meaningful part of society. Synergy have developed a ground breaking, interrelated programme of artistic work that seeks to build a bridge from prison to social reintegration, prevent young people from entering the criminal justice system, and inspire change by capturing the imagination and affecting the feelings, behaviours and attitudes of participants and public.

Through the opportunities offered by this project, participants will be challenged to try new activities and learn new skills to overcome destructive patterns of thinking and behaviour. Many may discover untapped potential and talent and these achievements and skills gained can foster a more positive mode of behaviour and encourage re-engagement with education and increase future employability.

In addition to this programme YOT are seeking to add provision by delivering collaborative sessions across schools. YOT are currently working in partnership with Prospects whereby a workshop on the impact of having a criminal record on future life chances is delivered and this will be considered as part of the wider offer to schools.

Another programme called Street Doctors has been selected to assist Harrow Youth Service in addressing the rise in knife crime. Street Doctors is a group of 2nd year medical students who volunteer their time to work with young people who may come into contact with a stab victim. They work with multiple partners across London to help fund, facilitate and strengthen the delivery of pragmatic, life-saving first aid to young people at risk of youth violence in the city. The programme they deliver includes a minimum of 42 young people (potentially 6 per cohort) at risk of youth violence educated in each of two modules – ‘What to do when someone is bleeding’ (6 sessions) and ‘What to do when someone is unconscious’ (6 sessions). Those at risk are defined as any one of the following:

- Young people who have already received a conviction for violence or weapon carrying
- Young people who are deemed by other services as being at higher risk. Example services include: Youth Offending Institutes/ Teams, Pupil Referral Units, Specialist Charities, and Youth Clubs
- Young people living in areas where there is a high rate of violence

Young people who attend the Street Doctors course receive a certificate of attendance at the end of the programme. Once the course is complete the team share subsequent intelligence and analysis with key stakeholders. Discussions are also underway with the Beacon Centre which is located in Rayners Lane to host these sessions. We know from recent experience that this is a worthwhile venture as two young people known to the YOT who witnessed the aftermath of a stabbing were able to utilise their skills learned from these sessions and stop the bleeding of a victim.

~~The Council will also continue seek to work alongside local employers and voluntary sector organisations to continue improve these offer to young people the opportunity to engage with in order to design and subsequently implement a work experience and skills based programmes and ensure for vulnerable young people and those who are on the periphery of crime are prioritised to access these opportunities. In order to prevent young people from becoming involved in crime, it is imperative that increased opportunities are offered which will enhance that they are able to engage in activities which increase their employability skills. This in turn increases the range of future career paths available to young people increasing their sense of which they can access and thus instils a sense of aspiration. In the process, it is possible to combat the disillusionment which can diminish confidence and resilience and therefore act as a 'pull' factor towards offending gangs.~~

Comment [m7]: Amendment 6

In conjunction with these practical activities, the Youth Offer delivers a programme to help young people explore their current mind-set and consider ways of approaching different situations that they are faced with both in and out of school. The Youth Offer addresses a number of key factors which can lead young people into crime, such as social skills, cognitive deficits, self-esteem, emotional resilience, confidence building, and ensuring a strengths based model is adopted which moves away from a deficit model of working with the "problem". The Mental Toughness programme works closely with young people aged 12 to 19 to help them drive positive and sustainable changes that will make a real

30

difference to their attitude, mind-set and behaviour. The aims of the programme are to help them; not to fear failure; challenge stereotypes & ditch labels; be resilient to challenge; be confident to make mistakes.

~~The council will continue to work with partners commits to finding partners to introduce sessions across youth centres which to teach a range of important life skills such as financial management and the establishment of bank accounts. The aim of this is to ensure that vulnerable young people and those on the periphery of crime are better prepared for later life. This can support young people to become active members of their community and increase a sense of belonging, thereby reducing the prospect of alienation. Therefore, they can emerge as more informed and well rounded citizens, as opposed to feeling alienated and potentially more likely to engage in gangs.~~

Comment [m8]: Amendment 8

The Council will explore working more with charities to include sessions which focus on victim empathy as part of its programme for youth ~~centres~~services. In order to prohibit involvement in crime, it is necessary to emphasise the negative effects that one's behaviour could have on others as well as the community at large. This can enable young people to comprehend the suffering that crime can inflict and hence victim empathy is a deterrent to criminal activity.

Comment [m9]: Amendment 5

~~Throughout the Youth Offer and work of the Youth Offending Team, sessions exploring the young person's ability to empathise are delivered alongside consequential thinking, challenging distorted views and decision making processes. This all contributes to increasing victim empathy in young people. In addition to this, teams will continue to work with community based organisations where young people are encouraged to engage in their wider communities. For example, the Dogs Trust involves young people making biscuits and toys for dogs as a way of repairing harm caused to their community. This is one of the approaches currently being provided via Harrow YOT.~~

The Council are also engaged with a number of other partners, including Prospects, MIND, Watford Football Club employability programmes, and Xcite. All organisations are delivering sessions across the youth offer as a preventative strand but also a range of provision is available for those who may have offended through the YOT including a dedicated education worker. In addition, Children's Services have been in discussion with Ignite to look at ways in which to partner further and develop a more bespoke youth offer to the area which will include joint outreach/detached youth work, engagement events with

31

young people in the South Harrow area and youth club sessions built on the feedback from young people as to what they want to see delivered. It is the intention that once a model of delivery is agreed and rolled out at the Beacon Centre, that this model is then replicated in other areas of Harrow where there is a need.

Work continues to extend the youth offer to other areas of the Borough including activities being run in partnership with Watford FC based at the Cedars Youth and Community Centre and plans to add youth services to the programme of activities from the Early Support Hub at the Pinner Centre.

~~Harrow Council will endeavour to offer activities offered from in our youth centres and other sites to introduce more ambitious and engaging after school activities in youth centres across the borough, in order to enhance the existing provision of positive activities available outside of school hours. and therefore provide an area for young people to gather and participate in sessions which they enjoy. Provision will be tailored to encourage a reduction in This is with the aim of reducing any interactions they may potentially have with gangs. young peoples' engagement exposure to and involvement in violence, vulnerability and exploitation.~~

Comment [m10]: Amendment 9

Key to further developments around the Youth Offer is our partnership with Young Harrow Foundation, a not for profit youth organisation, who are assisting Harrow Early Support in developing an overarching youth strategy along with other partners within the private and voluntary sector.

~~Harrow Council are working with Young Harrow Foundation will seek to seek to increase the participation of vulnerable young people, -and including those who are at risk of committing crime within their communities, where they would have the to improve the opportunity - in local community forums where they would be able to engage -interact with a wide range of residents and increase their understanding of the community's fears of crime therefore gain an understanding of their concerns and experiences regarding the area. This could -should assist in breaking down barriers which can prevent tensions arising within local communities. id efforts to prevent alienation which can lead to a lack of respect for the community and thus exacerbate the likelihood that a young person will engage in anti-social behaviour.~~

Comment [m11]: Amendment 4

~~The Council will also work with partners with the aim of introducing a volunteer-led mentoring programme for vulnerable young people and those who could become involved in crime which will be rolled out to youth centres across Harrow. The council will also seek to working with schools in order to develop and subsequently deliver mentoring programmes for students who are at risk of participating in crime.~~

The Council will also work with partners with the aim of introducing a mentoring programme (potentially volunteer led) for vulnerable young people and those who could become involved in crime. This programme will be developed based on the evidence from the needs analysis which the Harrow Youth Parliament are supporting the delivery of. As schools will be critical partners in this, once established, the Council will work with schools on the delivery and roll out of any mentoring programme. The Council will also continue to adopt a variety of methods including coaching as a way to ensure young people are advised, supported and encouraged to develop their skills and maximise their potential whilst maintaining professional boundaries and enabling young people to become successes in their own lives. All engagements currently provided via the Youth Offer and YOT are based on a coaching principle which is focussed on achieving sustainable and positive outcomes, ensuring engagement is meaningful and purposeful. However, all interactions with young people are underpinned by developing a trusting relationships with young people.

In addition to this, some of Harrow's young people access services at St Mary's Hospital Emergency Department run by Red Thread, a collaborative youth charity, which provides youth intervention programmes to support and engage with victims of serious youth violence and exploitation.

In providing a joint response to child sexual exploitation (CSE), missing children, and gang related activity, Harrow Children's Services took the steps to mobilise resources associated with Violence Vulnerability and Exploitation and create the Violence, Vulnerability and Exploitation (VVE) team in April 2016. The VVE Team has a CSE Coordinator, Missing Children/Runaways Family Support Worker and a Gangs worker in order to provide a joined up response to children and young people displaying vulnerabilities associated with these key risk areas. This work compliments the work being carried out by the Community Safety Team, informing and supporting intelligence shared at monthly Gangs Multi Agency Partnership meetings. The VVE team works in collaboration with key partners, including the Police, [Harrow Safeguarding Children's Board \(HSCB\)](#), Youth Offending Team and Education to provide a joint response to CSE,

Comment [m12]: Amendment 3

Missing Children and Gang related activity, as well as being involved in Channel and preventing extremism. The team also serves to develop key themes and trends, improve collective response through an informed understanding of the issues, which will feed into the development of the problem profile in respect of young people.

In November 2016 a Harrow led Violence, Vulnerability and Exploitation mapping exercise of approximately 40 known young people was undertaken involving professionals across the partnership including Harrow Children's Services, Police, Education, Housing, Community Safety Team, Helix Pupil Referral Unit (PRU), [HSCB](#) and Health. The [purpose aim](#) was to explore the links and key themes between the young people in respect of VVE indicators and vulnerabilities. The mapping exercise highlighted links and relationships involving missing young people, CSE, youth violence, suspected county lines drug trafficking and gang associations, primarily the development of a new- group/gang. The Helix PRU was also becoming a prominent location where a key number of VVE young people were meeting and forming peer groups.

[Local authority expenditure on youth services continues to come under pressure as councils redirect their resources to respond to growing demand and financial pressures in children's and adults social care. ~~Due to a lack of youth centres in wards where gang crime and youth violence are prominent. Therefore it is increasingly challenging difficult to intervene to support young people who are at risk of engaging in crime.~~ However, the ~~Therefore, the~~ council has ensured ~~will seek~~ services are targeted and needs-led leading to positive outcomes as demonstrated by the Youth Justice Outcome Indicators, where there has been a reduction in First Time Entrants \(8%\) and reduction of repeat offending \(5%\). The council will continue to strengthen existing provision and seek to obtain external sources of finance \(both in the form of grants from voluntary and private sector organisations and planning gain\) in order to develop ~~new youth provision centres~~ based on the fluidity of youth crime and anti social behaviour. ~~in areas where youth crime is a prevalent issue.~~ The council is in the process of increasing its reach across the borough by working in partnership with the voluntary sector to develop bespoke pieces of work based on the needs within certain wards. As part of this we will look to maximise the opportunity to increase deliver sites, mostly from partners existing assets and resources across the public and voluntary and community sector, but also private sector provision where the opportunity arises. Through the Council's regeneration programme, Building a Better Harrow, we will also look at all opportunities to develop new sites which although may have multiple uses, will give additional capacity across the borough for the delivery of](#)

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~~services for young people, which again will be based on the evidence provided by the needs analysis. In addition, if developments are taking place in these areas, the council will seek to develop new youth centres as part of the process and may use any lobbying powers available to it in order to encourage community organisations and other partners to provide the necessary finance.~~

Comment [m13]: Amendment 11

Case Study

In December 2016 a Multi-Agency Child Protection Strategy meeting was held involving approximately 35 multi-agency professionals across the partnership regarding a family address and location in the Roxbourne Ward, Harrow. The location was a recurring theme with young people associated with VVE. The concerns at the address included CSE, Missing young people, substance use and youth violence associated with the new 'Group/Gang.

The Police, with support of Children's Services and the Community Protection Team, were able to submit representations to Harrow court and obtain a Closure Order for 3 months covering period 10.12.16 – 4.3.17. (*ASB Crime & Police Act 2014 – Sect.80*). *Disorderly, offensive or criminal behaviour ...serious nuisance... disorder to members of the public*. The order ensured that only the named individuals residing at the address could be there prohibiting access to the premises to anyone else.

Effective partnership working with corporate and with key stakeholders led to successful disruption activity, safeguarding children missing from home and care and [those](#) at risk of Child Sexual Exploitation. The success of the disruption activity and reduced anti-social behaviour firmly rests with the strength of partnership working between Children's Services, Police, Community [S](#)safety and Housing. Swift action on the part of everyone involved led to a reduction in criminality and children being safeguarded.

Over the next two years the Council will also invest in a programme aimed at generating a cultural shift within schools on the issue of sexual assault, CSE, and digital exploitation violence, and promote a culture of awareness.

We know that young women in Harrow, particularly from the Black, Asian and Minority Ethnic communities (BAME), are disproportionately affected by crimes of sexual assault in schools, and Child Sexual and Digital Exploitation. A report by the Government's Women and Equalities Committee released on 13 September 2016 shows that sexual harassment and sexual violence in schools are widespread nationally. Testimonials from young women and girls affected suggest that schools are failing to deal effectively with the problem. A new programme aimed at early intervention and prevention will be delivered by Wish, a charity supporting young people into recovery from self harm, violence, abuse and neglect. Wish will work in close partnership with the Harrow Violence Vulnerabilities and Exploitation team, to deliver an Outreach and Support service to young people within identified schools and/or "hotspot" areas in Harrow. Working within clearly identified strategic goals agreed across multi-agency partnerships such as the local authority, police, health and other key agencies like probation and youth offending, information and intelligence will be shared to fully understand the local patterns of child sexual exploitation and peer related sexual violence, to disrupt and deter perpetrators and to identify, help and protect children. Raising awareness across the community is crucial, and the service will work with children to develop materials to support other children to understand the risks and issues. Schools will be supported to deliver appropriate responses to young people on the issues, and to tackle incidents such as sexual assault in appropriate ways.

This project aims to narrow the vulnerability gap by increasing targeted interventions in schools where a high percentage of sexual assault and digital exploitation incidents are known and through a whole school approach will generate a strong counter culture of challenge and change to tackle and prevent violence, vulnerability and exploitation.

Female Genital Mutilation (FGM)

Female genital mutilation (FGM) refers to procedures that intentionally alter or cause injury to the female genital organs for non-medical reasons. FGM is a criminal offence – it is child abuse and a form of violence against women and girls, and has been illegal in the UK since 1985, with the law being strengthened in 2003 to prevent girls travelling from the UK and undergoing FGM abroad⁹. FGM is a procedure where the female genital organs are

⁹ Under section 1(1) of the Female Genital Mutilation Act 2003, a person is guilty of an offence if they excise, infibulate or otherwise mutilate the whole or any part of a girl's labia majora, labia minora or clitoris. Section 6(1) of the 2003 Act provides that the term "girl" includes "woman" so the offences in section 1 to 3 apply to victims of any age.

injured or changed and there is no medical reason for this. It is frequently a very traumatic and violent act for victims and can cause harm in many ways the practice can cause severe pain and there may be immediate and/or long-term health consequences, including mental health problems, difficulties in child birth, causing danger to the child and mother and/or death. The age at which FGM is carried out varies enormously according to the community. The procedure may be carried out shortly after birth, during childhood or adolescence, just before marriage or during a woman's first pregnancy.

Between April 2015 and March 2016, 70 women or girls (i.e. under 18) in Harrow were identified as having had FGM at some point in their lives¹⁰. Compared to the rest of the local authorities in England, Harrow ranks joint 27th highest and joint 19th highest in London. The highest numbers identified were seen in Birmingham, Bristol and Brent. These small numbers do not allow us to divide the cases into those aged under or over 18. The recording of age at which FGM took place is very poorly recorded and so it is not currently possible to say how many are recent cases, or indeed, if any of them are.

Harrow ranks 4th highest nationally in the rate of hospital, clinical, or GP attendances for women or girls with FGM, i.e. the number of contacts with the health services that any woman previously or concurrently identified as having FGM. We do not have data on the reasons for these attendances. Some/most are certainly maternity cases and will be receiving a number of antenatal attendances while others may be having treatment for their FGM and other attendances could be completely unrelated to their FGM. What is clear is that the number of attendances in Harrow is 6 times the number of cases compared to 3 times the cases in Brent, who use the same hospital Trust, and between 1 and 2 times elsewhere. Due to poor quality data it is impossible to ascertain the reasons behind this at this time.

North West London Healthcare Trust safeguarding nurses have ensured that questions about FGM are routinely asked as part of the Trust's safeguarding policy. These questions are asked regardless of whether the child or mother are attending accident and emergency, paediatrics, maternity or a surgical ward. Since the introduction of mandatory reporting for certain professions, combined with the local awareness raising activity, referral figures are increasing. Referral figures to the MASH have risen from an average of 3-4 per year prior to 2015 to 14 in 2015-6. While most of these cases were children

¹⁰ The number of newly recorded cases has been rounded to the closest 5 to prevent disclosure.

identified as potentially “at risk” of FGM, one case was of a young woman who had already had FGM. This case was investigated and it was established that she had undergone FGM prior to arriving in the UK.

The Harrow Domestic and Sexual Violence Forum has identified FGM as a priority area. In line with this, a series of posters and communication plan have been produced to raise the profile of this critical issue. They were distributed throughout the Borough at 26 on street sites and in council publications, with the design options distributed to local sites for display at their discretion. In addition to this, the Harrow Local Children’s Safeguarding Board (LSCB) ran briefings for staff on the new duties and to reinforce understanding about the harmful initial and long term effects of FGM. Harrow has two safeguarding health professionals who lead on FGM based at Northwick Park Hospital within London North West Healthcare Trust (LNWHT). They provide training, advice, and support to health professionals within the hospital community; to other health providers such as the mental health trust; and to safeguarding leads based in general practice settings. This increased awareness has improved the quality and timeliness of GP referrals and their action plans. In turn, ~~the~~ GPs [have reported](#) that responses from MASH have improved so they know what is happening with their patients.

As part of the [HSBCHSCB](#), colleagues in Public Health have FORWARD trained FGM trainers who deliver a cross agency session as part of our race, culture, faith and diversity implications for safeguarding children effectively course. These trainers work as part of our voluntary community and faith child safeguarding engagement.

Case Study

Schools in Harrow have been working with NSPCC and FORWARD on FGM. Norbury School is the leading primary school in the NSPCC Talk PANTS programme and lead in Female Genital Mutilation education, working alongside the Azure Project with the Metropolitan Police. The school had six months of regular meetings with stakeholders including health services, children’s services, their parent group, the voluntary sector, the police, cluster schools and charities to understand the facts, the various educational approaches, training and engagement with communities. Following these meetings the school created their own FGM lesson plans, resources and approaches which they [were](#) shared with their stakeholders and modified as required. All Year 5 & 6 pupils’ parents met the school and reviewed the resources before the lessons were piloted and INSETs

were held for their staff, governors and parents. Under the slogan My Body My Rules, Norbury has specific FGM lessons from year 3-year 6. Norbury School has also delivered CPD Online seminar lessons and has participated in three conferences, a radio programme and has developed a video. They are also a case study championed by the Home Office and have shared the approach and learning with other schools. Their role in raising awareness of FGM has also been recognised by the United Nation, within the Big Bro Movement.

A number of lesson plans are being created in Harrow schools and colleges, in partnership with their community, under the support and guidance of Norbury Primary School. Norbury is also working with older students from a high school to train as providers in lessons. As local education champions on FGM, Norbury has developed the lesson plans for PANTS from Nursery through to year 6. Norbury has trained and facilitated assemblies, seminar lessons and taught across 10 different boroughs in London. Norbury is now a facilitator for a national training provider speaking at Conferences in Bristol, Manchester and London.

In addition to this, Harrow High School met with KS3 parents to share Harrow High's Talk PANTS and FGM vision with the plan to deliver lessons. Elmgrove has received staff training and is working with Community Ambassadors to deliver Talk PANTS/FGM lessons. Grange has completely adopted the programme working with Norbury on a weekly basis in the Autumn Term. HASVO (Harrow Association of Somali Voluntary Organisations) are working with Rooks Heath School to support the FGM agenda and developing an FGM film. Harrow College has included FGM awareness in its health fair.

Domestic and Sexual Violence

Domestic violence and abuse is any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to psychological, physical, sexual, financial and/or emotional abuse¹¹.

¹¹ [It must be noted that a young person is still a child in law up to the age of 18, for example if abuse is experienced from a family member then child protection procedures must be followed rather than domestic abuse. Domestic abuse however, is relevant for peer on peer relationships.](#)

Controlling behaviour is a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour. Coercive control is an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish or frighten their victim.

Since the publication of our [last](#) Domestic and Sexual Violence Strategy, the legislative and policy context has developed considerably. We see this is a positive step. A range of new legislative measures have been introduced including specific offences of stalking, forced marriage, failure to protect from Female Genital Mutilation (FGM), and revenge pornography, as well as a new definition of domestic abuse which includes young people aged 16 to 17 and “coercive control”. Other key legislative developments include the introduction of the Modern Slavery Act (2015), the rolling out of Domestic Violence Protection Orders (DVPOs) and the Domestic Violence Disclosure Scheme (DVDS), the introduction of FGM Protection Orders and an FGM mandatory reporting duty, and enhanced measures to manage sex offenders and those who pose a risk of sexual harm.

The Government has also released a national strategy, Ending Violence Against Women and Girls 2016-20. This refreshes the first UK national VAWG Strategy launched in 2010. The strategy retains the framework of Prevention, Provision of services, Partnership working and Pursuing perpetrators. In addition to this, the London Mayor has launched five new priorities for London as part of the Police and Crime Plan, and this includes a priority to tackle violence against women and girls, putting this issue right at the top of the political agenda.

There is a general acceptance that cases of domestic abuse are under reported, and the new laws around coercive control have not resulted in many convictions to date. There have been four reports to Police in Harrow over the past year, and none have resulted in further action being taken.

There has been a clear increase in recorded domestic offences in London. In the year [up](#) to December 2016 there were over 149,000 incidents, which was an increase of 3.0% compared to the previous year. In December 2012 there were 118,013 incidents, which has increased year on year. Barking and Dagenham has the highest recorded rate of domestic abuse in London, with 26 incidents per 1,000 population as of December 2016.

40

In Harrow the rate was 12 as of December 2016, with only Richmond upon Thames and Kensington and Chelsea having lower incident levels (11 recorded incidents per 1,000 population).

There are challenges in capturing an accurate picture of the levels of domestic and sexual violence in Harrow, including under-reporting by victims, inconsistencies in approach to data collection across services, Home Office changes to the way MPS police forces record domestic violence offences and the hidden nature of this type of violence and associated stigma. Therefore, whilst the data we have collected enables us to look at general trends, we suspect that the true levels of domestic violence in the borough are likely to be higher.

In Harrow, the local Community Independent Domestic Violence Advocates (IDVAs) are now receiving an average of 93 referrals per quarter. This is set against 81 referrals per quarter for 2015/16 and 30 per quarter for 2014/15. The IDVA based in the MASH (Multi Agency Safeguarding Hub) is receiving an average of 30 referrals per quarter, slightly down on last year's peak of 35, but against just 18 referrals per quarter in 2014/15.

The local Multi Agency Risk Assessment Conference (MARAC), which deals with the highest level of domestic abuse cases, has considered an average of 16 cases each month; this number has remained largely consistent for the past two years (18 cases per month in 2015/16 and 19 cases per month in 2014/15). This may well reflect that the MARAC referral process is well embedded into local organisations and working well.

In terms of the national Troubled Families agenda, locally referred to as "Together with Families", 314 out of 718 eligible and verified families on this programme in Harrow have domestic violence recorded as one of the criteria; which is 43.7%.

This local data clearly demonstrates that the Harrow Domestic and Sexual Violence Strategy, and the hard work of the local authority and partner organisations, has been successful in terms of raising the profile of domestic violence services; educating the local community around how to access the available services; and ultimately, increasing our referral rates and therefore being able to provide an intervention, help and support to more local victims of domestic and sexual violence.

We need to better understand domestic violence in our local community, and will work jointly with our strategic partners to ensure access to high quality intelligence to map the

nature of domestic violence in Harrow. In addition, we propose to work with local communities, partners and all stakeholders, to increase the number of crime reports, and in particular raising awareness of coercive control as a form of domestic violence.

Harrow has invested £552,000 over two years in domestic and sexual violence services through a contract with Hestia. Through this we have provided a six unit refuge for women and children fleeing domestic abuse; practical and emotional support, advice and advocacy to victims and their children on matters including housing, welfare benefits, legal options, health, education, training and childcare; and Independent Domestic Violence Advocate (IDVA) provision.

The big success over the past year has been the successful delivery of Harrow Couple's Domestic Violence Programme, where Harrow Children's Services partnered with the renowned Tavistock Relationships to deliver a feasibility project trialling a 'mentalisation' based couple's therapy approach to intervention with couples who are parents of one or more Children in Need, and where there is situational violence between the partners. The aim of the pilot was to assess whether the intervention helps alleviate the incidence of violence, improves the couple's relationship, and improves outcomes for children. This was the first time a programme like this has been used in a domestic violence context and so was ground breaking; it was a small pilot and it indicated proof of concept as well as offering a promising potential intervention in a field where there is very little research on what works for couples experiencing domestic violence and abuse.

The results of the programme indicated that it is possible to deliver a couple therapy intervention to carefully assessed and selected parents with a history of domestic violence safely and productively. Couples referred to the project had a total of 67 police call outs (average of 6.1, range 1 - 24) and 41 contacts (average of 3.7, range 1 - 11) with Children's Services prior to starting the intervention (each police call out is calculated at £477). Working with the couples together led to no further incidents of domestic violence being recorded to date. A post-intervention review by Harrow Children's Services in October 2016 showed that there had been no new incidents involving the Police or referrals to Children's Services for any of the 11 couples in the project.

The improvements can also be demonstrated through the reduced need for statutory social care interventions. Four couples who had been on Child Protection Plans were stepped down to Child in Need Plans; two couples whose children had been on Child in

42

Need Plans improved and their cases were closed; four couples remain on Child in Need Plans (partly because there are other concerns, for example about a parent's mental health or accommodation issues); one couple was not on a Plan.

Qualitative reports from interviews with the couples showed how much they valued the intervention and how much it helped change the interactions in their relationships, and, in some cases at least, had a beneficial knock-on effect on their children, who were happier and more able to function at school. Partners reported not arguing as much or as heatedly and being able to cool things down between them when they did begin to argue. They talked about being able to keep their children in mind and being better parents. Eight out of eleven partners said they would seek the same kind of help again, and one had recommended it to a friend. Officers have now successfully secured funding from the Department of Education to extend the programme for another year.

Case Study

This case summarises the advice and support provided to a low/medium risk victim of domestic abuse during a two year period within the Harrow Floating Support Service.

The client's past experiences of domestic abuse within the former abusive relationship include physical abuse, intimidating/threatening behaviours, emotional abuse, controlling and/or coercive behaviour, verbal abuse, sexual abuse including rape and financial abuse. The provision of advice and support to the client has ensured on-going safety planning and review of relevant risk factors attributable to the former partner's abusive behaviour. In addition to safeguarding, the client was provided with support in gaining legal remedies (referral to immigration lawyer and family lawyer who applied for a Non Molestation Order and Child Arrangement Order), alleviating her housing situation (referral to housing service and support in applying for JSA and housing benefit), extending her support networks, assisting with her finances and budgeting and work (pursued an Employer User Programme within the NHS (Mental Health Service) and through this programme, the client secured part-time employment), and empowerment and self-esteem in her moving-on/recovery process towards leading an independent and safe life.

'The Floating Support Worker has accompanied me to the Police station on a number of occasions and she has also accompanied me to a Parent-Teacher meeting in relation to my child; her presence has made me feel safer and more confident. The Floating Support

43

Worker has since the beginning of my case focused a lot on how I can increase my self-esteem, self-worth and sense of empowerment in my moving-on/recovery process in particular when I interact with my former partner during handovers and when we need to communicate by email. During this process I have gradually strengthened my emotional resilience and my ability to detach from my former partner's abusive behaviour on a mental and emotional level which has proved vital as I need to meet him face to face during handovers. I have learnt that I cannot give my power and control away to my former partner and that I cannot stop him from exercising these forms of abuse against me. Instead I am slowly starting to understand that by detaching myself from my former partner on a mental, emotional and psychological level, I can reclaim power and control in my own life and chose how to respond to his abusive behaviour by not allowing it to affect me on a deeper level. This is a process however I have a greater belief in myself that I can do it'.

The Floating Support Worker has empowered me to take charge of the situation and it has made me realise that I have the right to assert boundaries and that my former partner can only stop me from exercising my independence if I allow him to. I feel that this is still a learning process and the Floating Support Worker has played a big part in lifting me up and supporting me to believe in myself and my potential to be able to move forwards in my life. In this context, I feel that the provision of emotional support and focus on increasing self-esteem and independence has had a significant and positive impact on my wellbeing and moving-on/recovery process. There is a safety plan in place which I am mindful of and I feel safer now compared to before when I was not supported by the Harrow IDVA or Harrow Floating Support Service'.

In 2014 we published our Domestic and Sexual Violence Strategy and over the past four years, this has enabled us to make real progress in delivering an integrated approach to tackling domestic violence across Harrow. We are proud to have made this a priority for the Council and provided additional investment to enhance our service offer. Despite our achievements, domestic violence still exists, and its prevalence remains too high and so we still have work to do.

One of the [Domestic and Sexual Violence](#) Strategy Group's priorities for 2016/17 was signing up to the UK SAYS NO MORE campaign. UK SAYS NO MORE is a national campaign to raise awareness to end domestic violence and sexual assault and is a unifying symbol and campaign to raise public awareness and engage bystanders around

ending domestic violence and sexual assault. We were very proud to be the first local authority partner and will continue to support the campaign over the coming year.

Over the life of the strategy, there has been a marked increase in referrals received into our services. This can be attributed to a number of factors, including the increased investment the Council has made; the fact that it has been a priority for the Administration and therefore has been subject of a long running communications campaign; and the profile of domestic violence having been raised significantly, through changes in legislation, national campaigns and high profile media cases.

We now make a renewed commitment through this strategy on behalf of all of the members of the Safer Harrow Partnership, to prioritise tackling domestic violence through a closer working and will now be integrated into the overall Community Safety and VVE Strategy. We commit to aligning budgets across the partnership, where possible, to make the best use of available resources in challenging financial times, to funding high quality provision, and to putting victims, and those affected, at the forefront of our work.

We recognise that some sectors of society can experience multiple forms of discrimination and disadvantage, or additional barriers to accessing support. These include victims from Black, Asian and Minority Ethnic (BAME) communities, lesbian, gay, bisexual and transgender (LGB&T), older people, disabled people, those with insecure immigration status and men. We are committed to ensuring that our approach takes into account the differing needs of victims, and the wider needs of our communities. In particular we recognise that adults in need of care/support are often at risk of domestic violence and abuse. A recent deep dive by the Safeguarding Adults Team showed that 33% (171 cases) of all safeguarding adults enquiries taken forward in 2016/17 had an element of domestic violence and abuse, and older people were the most “at risk group” (45%) followed by mental health users (42%). The Harrow Safeguarding Adults Board (HSAB) has agreed that training and ~~awareness~~-raising [awareness](#) should be targeted to agencies where no/low referrals have been generated, this will also include a greater focus on the multi-agency training programme for safeguarding adults in relation to this domestic violence and abuse.

The Safer Harrow and Harrow Domestic and Sexual Violence Forum also aim to secure funding to continue current provision of domestic violence services for 2018/19. This will demand a true partnership approach with all avenues being considered. It is also

45

proposed that a business case be developed to ascertain the options around potentially commissioning or developing a perpetrator programme locally. In addition, we would aim to future proof the Harrow Couples Domestic Violence Programme, to ensure that we can continue to provide this vital, ground breaking service, [this would include exploring advances in technology which support the management of perpetrators.](#) Perpetrator programmes aim to help people who have been abusive towards their partners or ex-partners change their behaviour and develop respectful, non abusive relationships. Taking part in a perpetrator programme can make a real difference to the lives of those involved, including children who have been affected. The Harrow Domestic Violence Forum and Strategy Group have long called for a perpetrator programme to be provided more widely in Harrow (it is currently spot purchased by Children's Services on a case by case basis).

Drug and alcohol misuse

Our strategic objective for drug and alcohol misuse lie around the need to ensure there is a continuity of treatment from prison to community. There is evidenced correlation between the commission of acquisitive crimes such as burglary and the misuse of Class A drugs, especially crack cocaine and heroin. Most prisoners recovering from drug or alcohol addiction will continue to require treatment after they leave prison and there is also a greater risk of drug-related deaths in the few weeks after release. It is also crucial to attack both the supply and demand for drugs, while ensuring addicts are given the best possible help to recover and necessary for those prisoners and their families who are faced with the destructive consequences of addiction. It is [essential](#)~~also necessary~~ for local people who become victims of preventable crimes every year at the hands of those desperately trying to pay for their drug and/or alcohol habits and reinforces our commitment to helping the most vulnerable.

The Harrow Substance Misuse Service is tailored for both young people and adults. The role of specialist substance misuse services is to support young people and adults to address their alcohol and drug use, reduce the harm caused by it and prevent it from becoming a greater problem.

Harrow Young People's Substance Misuse Service (YPSMS) is provided by Compass who [delivers](#) a well-developed care pathway and range of early, targeted and specialist interventions that have been further developed throughout the year to increase Service User engagement including a Young People's Service User Group. Compass's co-location

continues within the Youth Offending Team (YOT) to respond to youth cautions, youth conditional cautions and court orders in partnership with the YOT and the Police. The Compass Service Manager is a member of the Youth Offending Board and the Service has recently developed closer joint working arrangements at A&E to identify young people attending A&E with drug and /or alcohol related conditions.

There has been a significant increase in referrals from universal and alternative education between 15/16 Q3 and 16/17 Q3 with referrals from YOT remaining consistent. In 16/17 Q3 there were more referrals from education than from YOT which reflects the changing national picture. The Young people's statistics from the National Drug Treatment Monitoring System (NDTMS) recent report highlighted that nationally, it is the first year of reporting that referrals from education services have exceeded referrals from youth/criminal justice sources.

The number of young people receiving drug and alcohol treatment intervention has also increased and this is a reflection of the increased engagement and co-locations of Harrow's Young People's Substance Misuse Service across the borough.

Harrow Young People's Substance Misuse Service	Q3 15-16	Q4 15-16	Q1 16-17	Q2 16-17	Q3 16-17
Numbers in Treatment	72	78	89	83	90

During 2016/17 (information up until Q3) 48% of young people exiting treatment were drug free and 26% exiting treatment had reduced use. Compass has continued to undertake workforce development of multi-agency practitioners working with young people at risk of offending and offenders to enable early identification of substance use and to be able to deliver brief interventions.

Case Study

Compass's first contact with a young person was in June 2016 when they were given 'Triage' by the Police for a possession of cannabis offence. The young person was required to complete statutory appointments with the YOT and Compass. Prior to their assessment with Compass, the young person had been

using cannabis (on average) twice per month had a sibling in prison for a serious offence, a history of gang affiliation, anger issues and a complex family relationship. The young person (who had been using cannabis as a coping mechanism to deal with these issues) engaged well with the YOT who, as part of the process communicated with the police to inform them the young person had successfully completed their YOT programme. Once the sessions were completed with the YOT, the young person was given the option by Compass to continue to work with them on a voluntary basis which was accepted. ~~The young and they person~~ appreciated the safe place they were given to talk and throughout their engagement and attendance was exemplary. The young person also reported during their Compass engagement that they only used cannabis on 2 occasions from their assessment with Compass to discharge (period of engagement lasting 9 months).

To encourage positive activities, Compass also visited a gym with the young person that they were interested in joining and also attended their school (with their permission) to complete some three-way work with the staff. In addition, Compass also completed some of their sessions at the school so this did not impinge of after school studies/activities. In planning discharge, Compass made arrangements with the school for the young person to have access to a staff member for regular support sessions/counselling so they did not lose a safe place to talk. ~~They~~ young person was discharged from Compass in March 2017 with no evident of reoffending during their time of engagement.

Compass have also recently been awarded a two-year grant which aims to provide preventative interventions to support young people at risk of becoming involved in the supply of illicit substances and build resilience in young people to recognise the signs of dealer grooming. This project will work with young people to help them build resilience so that they are able to spot the signs of dealer grooming and are able to choose not to supply substances, and to reduce the harm that supply of substances does to individuals, families and communities by supporting them to exit this lifestyle. It also seeks to reduce the numbers of young people choosing to or being coerced into supplying substances; by measuring the number of young people referred to the drug and alcohol service regarding preventative work using local public health data.

Compass will deliver focused early interventions to young people involved in the supply of illicit substances in the form of Cognitive Behaviour Therapy (CBT) based 1-1 sessions, and delivering targeted preventative interventions to support young people who are risk of becoming involved in the supply of illegal substances via psycho-educational 1-1 and group sessions. In addition to this, the project will roll out universal awareness sessions in schools via assemblies and tutor groups to help build young people’s resilience against offending. Compass will build on its close working relationships with Harrow Council and specific agencies, including MACE, MARAC, YOT, CSE and Northwick Park paediatric A&E to deliver this programme.

The chart below shows Substance Misuse Service users by age during October 2015 to September 2016. The highest numbers of users of the Service are aged 35-39 and interestingly, where there is a high proportion of young people aged 15-19 years old entering the service, this drops dramatically young people aged 20-24, which could indicate a potential gap in services for young people transitioning to adult services. To reduce the risk of ‘cliff edge’ of support between Young People’s and Adult Services, the age range for access to Harrow’s Young People’s Substance Misuse Service has been extended to 24 years.

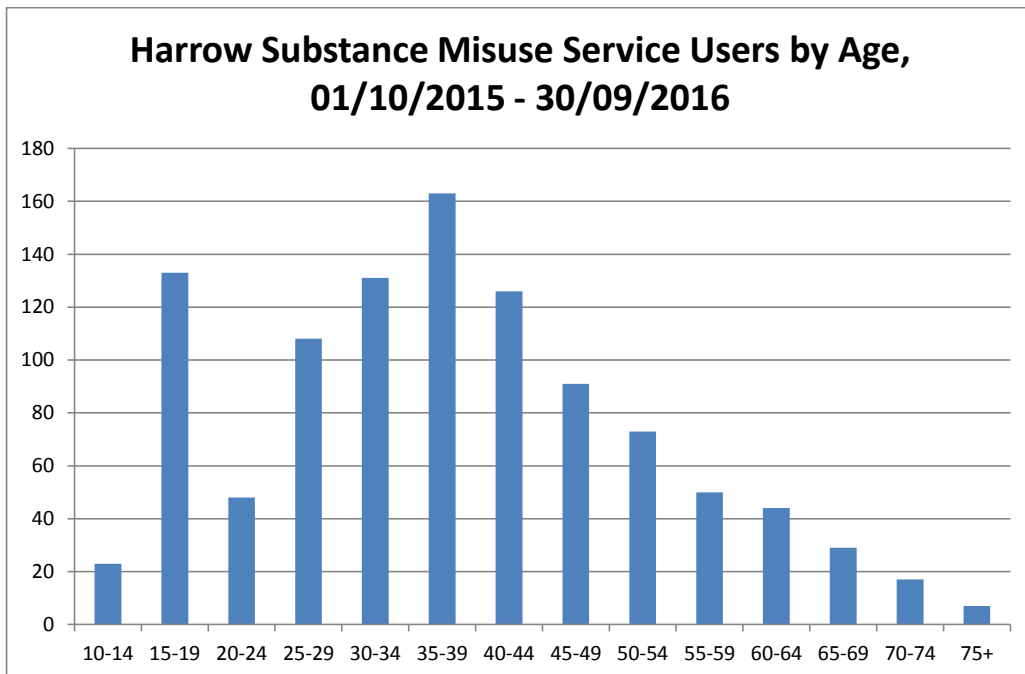


Figure 11 - Harrow Substance Misuse Service Users by Age, October 2015 – September 2016

The Harrow Adult Substance Misuse Service is delivered by Westminster Drug Project (WDP) who have a strong partnership and satellite provision with their Criminal Justice System partners by joint working and co-location with Police, Probation (National Probation Service and the Community Rehabilitation Company) and at Court where Drug Rehabilitation Requirements and Alcohol Treatment Reports are delivered. WDP are co-located in Custody three mornings a week to undertake assessments and offer seven slots a week for required assessment appointments and all individuals that commit a “trigger offence” such as burglary, shoplifting and common assault are target tested. If positive for cocaine/heroin they will be required to come and see WDP for an assessment and also a follow up appointment to support them into treatment. There is also continuation of the local drug testing on arrest (DTOA) initiative implemented in 2012 in partnership with the Metropolitan Police and continuation of the prison link/community resettlement pathway for substance-misusing prisoners with Integrated Offender Management (IOM). The presence of WDP staff in Custody also provides support to Custody officers in what to look out for in terms of an individual experiencing withdrawal of alcohol and / or opiates). WDP staff working in custody have MET clearance so they can undertake “cell sweeps” and deliver Identification and Brief Advice on alcohol (‘IBA’) which is a brief intervention approach and is aimed at identifying increasing risk drinkers.

The number of adults assessed in a Criminal Justice System (CJS) setting has remained consistent, although there was a sharp rise in referrals during 16/17 Q2. However there is still opportunity and on-going joint work between WDP and Police Custody to increase referrals and improve the rate of individuals being referred to and accessing treatment. A number of individuals coming through Police Custody reported themselves to be recreational users. Whilst numbers of individuals assessed in a CJS setting were lower in 16/17 Q3 than 16/17 Q2, the conversion rate into treatment was higher at 61% from 56%.

The number of individuals on Court ordered Drug Rehabilitation Requirements has increased over the past 12 months with an increase in treatment starts in 15/16 Q3 and the number of individuals on Court ordered Alcohol Treatment Requirements plus treatment starts have also increased.

The new Public Health Outcome Framework (PHOF) indicator 2.16 supports a priority under the National Partnership Agreement between NHS England, National Offender Management Service (NOMS) and Public Health England (PHE) to strengthen integration of services and continuity of care between custody and the community. Prisoners will need

50

to be supported to engage in community treatment within three weeks of their release. The recent PHOF 2.16 activity shows the rate of successful transfer from prison to community treatment in Harrow is lower than the national average and represents a lost opportunity to potentially engage people who had been in treatment while in prison.

WDP have recently been awarded a two-year grant to provide a Prison Link Worker. Although a particularly difficult cohort to engage there is a great deal that can be undertaken to improve outcomes in this area and the Prison Link Worker will work with the prison's CARAT (Counselling, Assessment, Referral, Advice and Through-care) team to identify substance misusers within prisons. Links will be reinforced with key individuals within prisons and robust referral pathways implemented to ensure that all offenders are offered an appointment on release and where appropriate can be assessed within prison before their release. The Prison Link Worker will be co-located at NPs and CRC and other appropriate criminal justice settings including but not limited to prisons themselves.

Increased involvement of Harrow Substance Misuse Service with the CRC and NPS via a new Prison Link Worker will help make the critical phase of transition more likely to succeed and support the engagement of drug and alcohol misusing offenders into effective treatment with the objective of reducing drug and/or alcohol-related crimes and anti-social behaviour.

Despite high abstinence levels, partly due to the ethnic and religious breakdown of the borough it is estimated that 50,000 people in Harrow are drinking at hazardous and harmful levels and 1,607 people have an alcohol dependence requiring treatment¹². We are committed to addressing the cause of alcohol misuse. Those drinkers who are drinking at any elevated level of risk will benefit from accurate identification and advice from their professional and the evidence base for the effectiveness of IBA is strong. The World Health Organisation and the Department of Health have both acknowledged over 50 peer reviewed academic studies that demonstrate IBA is both effective and cost effective in reducing the risks associated with drinking. On average, 1 in 8 drinkers who receive this type of support from a health care professional will reduce their drinking to the lower-risk

¹² Estimates of Alcohol Dependence in England based on APMS 2014, including Estimates of Children Living in a Household with an Adult with Alcohol Dependence Prevalence. Trends, and Amenability to Treatment - Public Health England, March 2017

levels¹³. However, this may be an underestimation of the benefits as some may reduce their drinking but not to lower-risk levels.

WDP is currently delivering IBA [training](#) across the borough and supporting Harrow stakeholders in the shared objective to improve the wellbeing and quality of life of residents. IBA training is currently being offered to frontline staff including Custody and Neighbourhood Police, Domestic Violence Agencies, Children and Family Services (including supporting family members to respond to change resistant drinkers, making family members more aware of barriers to change, harm reduction and impact of physical effects) to improve engagement with individuals who may not normally access a Drug and Alcohol Service.

The Council helps support the responsible retailing of alcohol through its' statutory duties under the Licensing Act 2003, which includes preventing crime and disorder arising from alcohol-licensed premises. In 2016 it launched the Best Bar None accreditation scheme for pubs and bars with the police, Harrow Town Centre Business Improvement District and the private sector, in which thirteen premises participated. The Council's plan is to increase the number and type of premises taking part in Best Bar None year-on-year.

In 2017 the Council's licensing team conducted on-street surveys in Burnt Oak Broadway and Sudbury which confirmed that on-street drinking was perceived as a concern for local residents of both sexes and across different ages and ethnic backgrounds. The licensing team will work with the police and Trading Standards to introduce Neighbourhood Watch-style schemes with off-licences in Wealdstone, Burnt Oak Broadway, Sudbury Town and potentially Northolt Road to promote responsible alcohol retailing, information-sharing and reduce on-street drinking.

Extremism and hate crime

The Counter Terrorism and Security Act (2015) placed a duty on specified authorities to have due regard to the need to prevent people from being drawn into terrorism. Authorities

¹³ Moyer, A., Finney, J., Swearingen, C. and Vergun, P. (2002) Brief Interventions for alcohol problems: a meta-analytic review of controlled investigations in treatment-seeking and non-treatment seeking populations, *Addiction*, 97, 279-292.

subject to the provisions must have regard to the Prevent Duty Guidance when carrying out the duty.

Specified authorities include:

- Local authorities
- Higher/further education
- Schools and registered child care providers
- The health sector
- Prisons and probation (including Young Offenders Institutions)
- Police

By endorsing and supporting the approach being taken in Harrow the Council will be working towards complying with the Prevent duty Harrow. The Prevent strategy, published by the Government in 2011, is part of the overall counter-terrorism strategy, CONTEST.

There are four work streams within CONTEST:

- PREVENT: to stop people becoming terrorists or supporting terrorism
- PROTECT: to strengthen our protection against an attack
- PREPARE: to mitigate the impact of an attack
- PURSUE: to stop terrorist attacks

The aim of the Prevent strategy is to reduce the threat to the UK from terrorism by stopping people becoming terrorists or supporting terrorism. The Prevent strategy has three specific objectives:

- Responding to the ideological challenge of terrorism and the threat we face from those who promote it;
- Preventing people from being drawn into terrorism and ensuring that they are given appropriate advice and support; and
- Work with sectors and institutions where there are risks of radicalisation that we need to address.

Terrorist groups often draw on extremist ideology, developed by extremist organisations. The Government has defined extremism in the Prevent strategy as: ‘vocal or active opposition to fundamental British values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs. We also include in our definition of extremism calls for the death of members of our armed forces.’

The Prevent strategy was explicitly changed in 2011 to deal with all forms of terrorism and with non-violent extremism, which can create an atmosphere conducive to terrorism and can popularise views which terrorists then exploit. Prevent is intended to deal with all kinds of terrorist threats in the UK.

The current threat level for international terrorism for the UK is assessed as severe, which means that a terrorist attack is highly likely. Preventing people from being drawn into terrorism is therefore a high priority for government, and by introducing the Prevent duty all named authorities must ensure that they have due regard to the need to prevent people from being drawn into terrorism.

The approach taken in Harrow has been to work in partnership with other named authorities bound by the duty, and to engage with communities in this challenging and high profile area of work.

Harrow’s approach has also been firmly rooted from a safeguarding perspective. The Prevent strategy states that ‘safeguarding vulnerable people from radicalisation is no different from safeguarding them from other forms of harm’.

In complying with the duty a risk assessment has been carried out in Harrow (in partnership with Harrow police and SO15 – Counter Terrorism Command) and a local Prevent Action Plan has been drawn up. A multi-agency Prevent Action Plan Group has been set up to review progress of the action plan and where necessary to agree additional actions if required.

Some of the main areas of work to date have been around raising awareness of Prevent, staff training [which has been supported by the local HSCB and HSAB](#) (Workshop to Raise Awareness of Prevent – WRAP), establishing and effectively operating a multi-agency panel for those individuals identified as vulnerable to radicalisation (Channel), and ensuring that publically owned venues and resources do not provide a platform for

extremists. All of these actions assist us in meeting the recommendations of the Prevent Duty Guidance which was issued in 2015 alongside the counter Terrorism and Security Act.

Our aim is to ensure that all relevant practitioners and frontline staff, including those of its contractors, have a good understanding of Prevent and are trained to recognise vulnerability to being drawn into terrorism and are aware of available programmes to deal with these issues. Over the last year over 1,500 people were trained, by the Council, using the Home Office WRAP package – Workshop to Raise Awareness of Prevent.

There are a number of expectations upon local authorities including:

- Making appropriate referrals to Channel (a programme that provides support to individuals who are at risk of being drawn into terrorism, which has been put on a statutory footing by the Counter Terrorism and Security Act). Channel arrangements are established in Harrow and the multi-agency panel meets on a monthly basis.
- Ensuring publically-owned venues and resources do not provide a platform for extremists and are not used to disseminate extremist views. This includes considering whether IT equipment available to the general public should use filtering solutions that limit access to terrorist and extremist material. Prevent advice (and police recommendations regarding halls for hire), has been shared across the Council and with partners.
- Ensuring organisations who work with the Council on Prevent are not engaged in any extremist activity or espouse extremist views. Currently the Council is not delivering any specific Prevent projects.

In addition to this, all Local Authorities are also expected to ensure that these principles and duties are written into any new contracts for the delivery of services in a suitable form. Discussions around this have been started with procurement colleagues and commissioners.

In relation to community cohesion, Harrow is a hugely diverse borough, which benefits from positive levels of community cohesion. In the last Reputation Tracker 79% of

residents were positive about people from different backgrounds in their area getting on well together.

However, we are not complacent about community cohesion, and on a weekly basis (in partnership with Harrow police) we monitor community tensions. Where necessary, appropriate action is taken with relevant partners to ensure that tensions do not escalate.

Following national and international events the Council has brought leaders from different communities together to hear key messages from the police and council and to ensure that messages of unity, community cohesion and reassurance are given and disseminated via different community leaders. This has proved to be a very helpful approach.

We recognise that hate crime is often under reported and Harrow has the lowest level of reported hate crime in London, ~~but we recognise that hate crime is often under reported.~~

The Council has commissioned Stop Hate UK to provide third party reporting arrangements. Stop Hate UK information is widely promoted and communities are encouraged to report incidents of hate crime directly to the police or via Stop Hate UK. Victims of hate crime are provided with casework support via the Community Safety Team.

The Council also commits to working with the Police and other partners with the aim of reducing the levels of hate crime in Harrow.

Comment [m14]: Amendment 13

Comment [AD15]: Amendment accepted.

In addition to this we often hear from people with care/support needs and those with learning disability about being targeted e.g. bullying by young people around the bus station. They also experience “mate crime” where they can be befriended for the purposes of exploitation. The Safeguarding Adults Board has prioritised community safety this year and hope to formally launch the “Safe Place Scheme” later this year.

Delivering the Strategy

The Strategy’s objectives will be delivered in partnership through Safer Harrow, which is responsible for co-ordinating activity between the Police, the British Transport Police, the Council, the London Fire Brigade, the London Probation Service, the Voluntary and Community Sector and any other relevant organisation to reduce crime, disorder, anti-social behaviour and the fear of crime. In light of our renewed focus in the Strategy, Safer Harrow will be reviewing the current governance arrangements and are in the process of

developing a process which will be better aligned to ensuring the effective implementation of the Delivery Plan.

The role of Safer Harrow is to bring key agencies and players together in order to ensure that we are working effectively with one another ~~in order~~ to reduce crime and disorder in Harrow. Safer Harrow adds value by having a strategic overview of all programmes and providing support to partners ~~in order~~ to ensure that the overall objectives of the partnership are achieved through effective collaboration. Its purpose is to identify links, reduce duplication, and make sure that gaps in service provision are identified so that programmes can address issues that are of particular concern. Although 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. [As part of this, the partnership will look for all opportunities to communicate the impact of our initiatives that are taking place across the borough.](#)

Safer Harrow also provides a forum in which to examine the performance of programmes and how they can be assessed. This includes 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.

Governance of community safety, including this Strategy, sits with Safer Harrow and the strategic objectives will be measured through a Delivery Plan, which will clear outcomes and measures. In order to establish an effective delivery mechanism of the fund, Safer Harrow will be working closely with the voluntary and community sector to deliver the projects outlined in this strategy aimed at reducing violence, vulnerability and exploitation, and a Delivery Group will oversee the whole programme. In doing this we will ensure that we avoid duplication and support existing bodies where they already exist.

Over the next two years the Council will be receiving funding under the Mayor's Office for Policing and Crime (MOPAC) through the London Crime Prevention Fund (LCPF) to tackle priorities in the new London Police and Crime Plan. As part of this, MOPAC have approved funding aimed at a programme of Violence, Vulnerability and Exploitation projects, outlined in this strategy, which will help us respond to the gangs peer review, the rise in youth violence that we are seeing in the borough.

We are fortunate in that we have a vibrant and efficient voluntary and community sector with which we have a close working partnership. This has meant that to date we have made substantial gains in closing the gap between vulnerable groups through targeted interventions, and this will continue to be the theme of our forthcoming programmes.

In delivering this Strategy Safer Harrow will be producing a themed Delivery Plan which will oversee projects which will contribute to the strategic objectives outlined in this Strategy, including all of the MOPAC funded projects agreed for the 2017/18 and 2018/19 financial years.

CABINET

13 JULY 2017

Record of decisions taken at the meeting held on Thursday 13 July 2017.

Present:

Chair: * Councillor Sachin Shah

Councillors:

* Sue Anderson	* Varsha Parmar
* Simon Brown	* Kiran Ramchandani
* Keith Ferry	* Mrs Christine Robson
* Glen Hearnden	* Adam Swersky
† Graham Henson	

In attendance:

Richard Almond	Minute 571
James Bond	Minute 571
Barry Macleod-Cullinane	Minute 571
Pritesh Patel	Minute 570

* Denotes Member present
† Denotes apologies received

RECOMMENDED ITEMS

576. Community Safety, Violence, Vulnerability and Exploitation Strategy

Resolved to RECOMMEND: (to Council)

That the Community Safety, Violence, Vulnerability and Exploitation Strategy 2017-2020 be adopted.

RESOLVED: That the reference from the Overview and Scrutiny Committee be noted and the Portfolio Holder for Public Health, Equality and Community Safety be authorised to make minor amendments to the Strategy, in conjunction with Harrow Community Safety Partnership, Safer Harrow, for presentation to full Council meeting in September 2017.

Reason for Decision: To endorse the Safer Harrow Partnership's Community Safety Strategy 2017-2020 and adopt it as Harrow Council's Community Safety Plan.

Alternative Options Considered and Rejected: As set out in the report.

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

COUNCIL
30 NOVEMBER 2017

YOUTH JUSTICE PARTNERSHIP PLAN
2017-18

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REPORT FOR: Council

Date of Meeting:	30 th November 2017
Subject:	Youth Justice Plan
Responsible Officer:	Chris Spencer, Corporate Director People Services
Exempt:	No
Wards affected:	All
Enclosures:	Appendix 1: Youth Justice Plan

Section 1 – Summary and Recommendations

This report sets out the Youth Justice Plan, with amendments from the version recommended by Cabinet to Council.

Recommendations:

Council is requested to approve the amended Youth Justice Plan.

Section 2 – Report

Background

The Youth Justice Plan was considered by Cabinet at its meeting in September and was recommended to Council for approval. Given there are a number of synergies between the Youth Justice Plan and the Community Safety and Violence, Vulnerability and Exploitation Strategy (which was deferred from the Council meeting of 28th September 2017 and is also being considered at this Council meeting), some amendments have been made to this Plan.

As Officers have engaged with the Harrow Youth Parliament, relevant Portfolio Holders and the Opposition Lead for Community Safety on changes to the Community Safety and Violence, Vulnerability and Exploitation Strategy, those changes which are both relevant and appropriate for the Youth Justice Plan have also been considered. On this basis, these amendments are set out within the Youth Justice Plan appended to this report in ‘tracked changes’ so that Councillors can clearly reference where these changes have been made. As the changes are all relevant to Early Support, they have been combined and set out in this section of the Plan for ease of reference.

Financial Implications

The changes made in the Plan will be able to be delivered within existing resources. Where external resources could be brought in to support initiatives, these decisions will only be taken if it is clear where the sustainability of such initiatives can be funded from.

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

Equalities implications

Was an Equality Impact Assessment carried out? Yes

The Equalities implications are as those set out in the Cabinet report on 14th September 2017. These have not changed based on the changes to the Plan.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

The Youth Justice Plan positively impacts on all the Council's priorities:

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

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 21 November 2017		
Name: Hugh Peart	<input checked="" type="checkbox"/>	Monitoring Officer
Date: 21 November 2017		

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

Contact: Alex Dewsnap, Divisional Director, Strategic Commissioning, 020 8416 8250

Background Papers:

Youth Justice Plan (Cabinet version from the 14th September 2017)

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Harrow Youth Offending Partnership

Youth Justice Plan

July 2017-2018

CONTENTS

Page Number		Appendices
Page 3 - 4	Executive Summary	
Page 5 – 12	Youth Justice Plan	
Page 13 – 28	Annual Report	Appendix 1
Page 29	YOT Board Membership	Appendix 2
Page 30	Finance Table	Appendix 3
Page 31	Staffing structure and breakdown	Appendix 4
Page 32-33	Glossary of Terms	Appendix 5
Page 34	Structure and Governance arrangements	Appendix 6
Page 35	Structure Chart -Establishment	Appendix 7
Page 36	Allocation of Good Practice Grant	Appendix 8
Page 37-41	YOT Champions Roles	Appendix 9
Page 42	Definitions of Key Terms	Appendix 10

Executive Summary

Priority Status	Harrow is no longer a priority YOT which demonstrates the confidence the Youth Justice Board have in the improvements made.
Staffing	Harrow YOT (HYOT) has a fully staffed, permanent workforce and has a structure that is fit for purpose. However, demands on the team have increased including the move to a new assessment framework and an increase in the number of complex cases. Board members agreed to an additional YOT practitioner post. However, to ensure it was cost effective this has been advertised as a fixed term 12 month contract rather than an agency post.
Representation at other panels	HYOT are represented and members on a number of panels, including Multi-Agency Sexual Exploitation panel (MASE), Children Missing Meeting, Channel Panel, Violence, Vulnerability, Exploitation (VVE) daily intel meetings.
Strengthening Preventative Services	The Youth offer within the newly redesigned Early Support is committed to further developing a robust preventative framework in which to reduce first time entrants and reoffending. HYOT are supporting Met police initiative Operation Sceptre to prevent the proliferation of knife related offences.
Review of Youth Justice Services	HYOT continues to deliver and improve services despite a backdrop of national changes and wider government reviews of Youth Justice Services. http://www.yjlc.uk/wp-content/uploads/2016/12/Review-of-the-Youth-Justice-System.pdf
IT Infrastructure	HYOT has moved to a new database (One) and on 1 st July 2017 will go live with Assetplus.
Outcome Indicators <i>NB – All data is retrospective and historical. This is the official measure accounting for appropriate timescales to measure desistance.</i> <i>Data demonstrates a positive reduction, however there is an increase in serious youth violence which could impact future First Time Entrant trends as serious offences do not readily warrant an Out Of Court Disposal.</i>	First Time Entrants - From Oct 2015 - Sep 16, Harrow has seen a reduction of 8% in first time entrants which accounts for 82 individuals as opposed to 89 in the previous year. Reoffending – The latest figure available of 39.4% (Apr 14 - Mar 15) represents a 5% reduction on the previous year's figure of 44.4% (Apr 13 - Mar 14). Use of Custody – Data from Jan 16 - Dec 16 shows a figure of 8 which is an increase on the previous year's figure of 7 (Jan 15 - Dec 15), and the highest it has been for 2 years (0.34% increase).
Trends	HYOT is in line with the national picture of managing more complex cases involving young people and 16-17 data would show a significant increase in weapons related offences, in particular knife crime. This is reflected in the new Assetplus

	assessment framework which offers a more sophisticated way to measure risk and safety and wellbeing levels accounting for the <i>“likelihood and impact” alongside the likelihood of reoffending calculations based on YOGRS. This is the youth justice system specific version of the (Youth) Offender Group Reconviction Scale (OGRS). OGRS estimates the probability that offenders with a given history of offending will be re-sanctioned for any recordable offence within two years of sentence, or release if sentenced to custody.</i>
Innovation	HYOT has been involved in the development of a prototype Mobile App. This has formed part of a funding bid to Mayor's Office of Policing And Crime (MOPAC) where other Local Authorities have supported the funding application.
Regeneration Plan	There has been input and representation from Harrow YOT with regards to the regeneration strategy and young people and HYOT will be contributing to the delivery of the plan.

Youth Justice Plan

Our Vision

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

Harrow Council Priorities

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

Harrow Safeguarding Children's Board (HSCB) Priorities

- Refocus on core business: knowing that systems and practice are fit for purpose in identifying, assessing and responding to risk.
- Reduce vulnerabilities for young people in Harrow: to achieve a reliable understanding of the single and overlapping risks faced by young people in Harrow, so that preventative action is meaningful to young people and targeted action is based on sound local intelligence and national developments.
- Actively incorporate the views of children and staff: ensuring that what we do and how we do it is accurately and regularly informed by the 'Voice of the Child' and the views of front line practitioners and their managers.
- Effective collaboration: ensuring that the priorities of the HSCB are acknowledged and supported by other strategic partnerships within Harrow and that opportunities to work in collaboration with neighbouring LSCB's are sought and initiated.

INTRODUCTION

The Youth Justice Plan was endorsed for 3 years from 2015-2018 by the Youth Justice Board, the Youth Offending Management Board as well as the Local Authority Crime and Disorder Partnership (Safer Harrow), Cabinet and Overview and Scrutiny.

This is an updated plan for 2017-2018 and provides a detailed annual report of the progress made.

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

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

- To reduce the number of First Time Entrants (FTE) to the Youth Justice System
- To reduce Re-offending
- To reduce the Use of Custody

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

The prevention of offending and re-offending and anti-social behaviour by children and young people is a priority for all partners in Harrow, and we believe this is best achieved through effective collaborative working. The Harrow Youth Offending Team (HYOT) sits within the Peoples Directorate in the council. The Youth Offending Team is therefore represented throughout children's services strategic and operational groups and influences strategic planning for children and young people who offend or are at risk of offending.

The Youth Offending Team engages in a wide variety of work with young people who offend (those aged between 10-17 years) in order to achieve the three outcome indicators. The Youth Offending Team supervises young people who have been ordered by the court to serve sentences in the community or in the secure estate, and provides a range of interventions to help young people make effective and sustainable changes to prevent them from further offending.

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

The strategic aims for the YOT are:

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

An Annual Report is provided as an appendix to this YJ plan (Appendix 1). This offers detailed information on the overall progress made from 2016 – 2017 in all aspects of delivery of youth justice services including key achievements and challenges and any innovative practice. This includes official data published by the Youth Justice Board, some of which is historical trend data.

STRUCTURE AND GOVERNANCE

Effective governance, partnership and management are in place (see Appendix 7)

Through the role of Corporate People Director and Divisional Director Harrow YOT is represented at the following Boards and Forums

- HSCB
- Safer Harrow
- Health and Well Being Board
- Together with Families Strategic Board

Safer Harrow is the local Crime and Disorder partnership and holds strategic responsibility for crime and disorder issues within Harrow. The membership consists of the following statutory partners

- London Community Rehabilitation Company (CRC)
- MOPAC
- Police
- London Fire Brigade
- Harrow Children and Young People Services

- Environmental Health (Public Protection)
- Community Safety/Crime reduction and Health
- National Probation Service
- Voluntary Sector representation

The Youth Offending Partnership Board provides strategic direction with the aim of preventing offending by children and young people. The role of the Board is to determine and oversee the following:

- How the YOT is composed and funded,
- How it is to operate and what functions it is to carry out
- How appropriate youth justice services are to be provided and funded
- The formulation each year of a draft youth justice plan
- The appointment or designation of a YOT manager
- As part of the Youth Justice Plan, agree measurable objectives linked to key performance indicators, including the National Standards for Youth Justice.
- Senior management oversight to offer Head of service or YOT Team Manager support in areas that are affecting the team's performance e.g. IT issues

All statutory partners and the voluntary sector are represented on the Board at the appropriate level of seniority. The Board is chaired by the Divisional Director for Children and Young Peoples Services and Vice Chaired by the CEO of the Young Harrow Foundation showing our commitment to work in true partnership with the voluntary sector. (Membership of the Management Board is noted in appendix 2)

The Youth Offending Partnership Board meets every 6 weeks, receives national and local performance data and reports of relevant issues affecting the YOT and partners.

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

The positioning of the Youth Offending Team with governance and accountability through Safer Harrow, and line management within the People Directorate enables the YOT to meet its dual strategic functions relating to both justice and welfare.

The Board receives regular performance reports and a yearly financial report. The reports enable the Board to monitor compliance with grant conditions and timely submission of data. The Board also receives national and local data to support the understanding of offending trends, allowing the effective allocation of targeted resources. The Board will continue to be informed about compliance with secure estate placement information, the outcomes of the annual National Standards audit and any Community Safeguarding and Public Protection (CSPPI) notifications.

RESOURCES AND VALUE FOR MONEY (PARTNER CONTRIBUTIONS)

Harrow's YOT (HYOT) is resourced by contributions from Harrow Council and statutory partners. All YJB funding streams have been incorporated into the Good Practice Grant and the Youth Justice Board expects HYOT to demonstrate a continued commitment to Restorative Services within the grant funding allocated. Grant funding is allocated to providing services which achieve the three outcome indicators. This includes:

- Part funding of Children, Adolescent Mental Health Services (CAMHs) Practitioner
- Goldseal Enterprise Project (Intervention)
- Delivery of unpaid work
- Staffing costs

In addition HYOT continue to seek out community based initiatives to support in the delivery of youth justice work.

HYOT spot purchase spaces with a local charity organisation (Ignite) to assist in the delivery of unpaid work and is committed to embedding Restorative practice across the service.

Valuable partnership resources have remained, with little change. This has supported the YOT in managing financial cuts to the Good Practice Grant, both in year, and for the new financial year of 17-18. (Please see Appendix 3 for finance table).

In April 2016 HYOT restructured and now have a fully permanent workforce including a permanent Head of Service providing a sense of stability to the team. Please see Appendix 4 for structure chart and staffing breakdown of ethnicity and gender.

Volunteer recruitment has remained open and HYOT have increased their pool from 9 to 16, with a further 34 who have expressed an interest and are “potential” volunteers. Volunteers undertake duties as Referral Order Panel members and have undergone Panel Matters and Restorative Justice Training. It is a statutory responsibility to provide a community panel for young people who have been sentenced to a Referral Order by the courts. In addition 1.5 Restorative Justice (RJ) coordinator positions have been appointed to, both of whom are RJ Council (RJC) accredited. Given the focus on RJ and desire to embed across the service it was agreed the initial 0.5 post would be increased to full time for a period of 12 months to support improvements in this area. HYOT are keen to encourage a local approach across all criminal justice agencies which increases and delivers services in a restorative way. There is national evidence which promotes the use of RJ service wide and recognise it to be most beneficial when adopted as a wider Local Authority (LA) approach. This includes consideration being given to protocols with carehomes that commit to RJ approaches. HYOT are keen to continue to train staff across LA and partners in RJ awareness/ approaches / methods and will continue to do so.

PARTNERSHIP ARRANGEMENTS

The YOT partnership ensures that the YOT is strongly linked to other planning frameworks. As stated earlier the Youth Offending Management Board reports to Safer Harrow and feeds into the development of a strategic approach to Crime and Disorder. HYOT has actively contributed to local strategies including the VVE strategy, Knife Crime Strategy and have participated in the Home Office Peer Review.

Police

Resource levels have remained consistent from partners with a good commitment from the Police securing 2 Full Time Equivalent police officers within the YOT.

Mental Health

The Mental health needs of young people remains a key government agenda, and remains the focus of those within the criminal justice system. These challenges can often be drivers of offending and offer an important opportunity to support the welfare of these vulnerable young people.

The mental health post (Clinical Nurse Specialist) is jointly funded by Harrow CCG and the Youth Offending Team. This has historically been for 2 days a week with a rolling contract year on year. However both parties agreed to increase provision to 3 days a week and have now agreed a 3 year contract until 2018.

This provides the YOT with the opportunity to embed the role within the YOT; ensuring young people have access to sustainable provision throughout the duration of their court order, and supporting referral pathways to higher tier intervention.

It is hoped funding will continue post 2018 as the role is considered invaluable to service delivery in YOT.

Probation

Amongst the wider Probation changes, HYOT retained a full time Probation secondee who commenced her post in June 2016. This has continued to support the delivery of specialised work such as taking the lead on Multi Agency Public Protection Arrangements (MAPPA), transitions from YOT to Probation, and has supported delivery of training in MAPPA to increase awareness across the team.

Substance Misuse

The Local Authority continues to have wider commissioning arrangements with Compass as providers of substance misuse services for young people in Harrow. HYOT has an allocated worker who is based within the team 4 mornings a week. The links with Compass services remain strong, as the view is this supports transitional arrangements to community services if continued support is needed post the completion of the statutory order. Those arrested on triage for possession of Cannabis / drug related also have direct referral route in, and 6 sessions are offered as part of the standard package of intervention.

Court

There are systems in place to ensure good communication with the courts through attendance at the Court User Group and the North West London Youth Panel Meetings. Court representation and attendance at the YOT Board has been most helpful in ensuring a solution-focused approach to raising standards, and to offer consistent support and appropriate scrutiny.

HYOT continue to gain feedback from magistrates re: delivery of services to court and provide data on a quarterly basis regarding court throughput and offending trends.

Revised sentencing guidelines which came into effect on 1ST June 2017 provide up to date, comprehensive and accessible guidance on the general principles to be applied when sentencing children and young people, along with new offence-specific guidelines on robbery and sexual offences. The guidelines will look with far greater detail at the age, background and circumstances of each child or young person, while meeting the legal requirement to consider their welfare. The aim is to reach the most appropriate sentence that will best achieve the goal of preventing reoffending, which is the main function of the youth justice system. Information has been disseminated to the team and a summary is being produced by one of the practitioners within the team to ensure there is a consistent understanding across the service.

Youth Justice Liaison and Diversion (YJLD)

The YJLD role now sits within the YOT and provides mental health screenings for all young people at point of arrest. A steering group consisting of LA, YJB and National Health Service (NHS) rep, Police and other partners oversees the work and supports in the identification of local trends. There have been additional funds to consider how pathways are made accessible to young people across the Criminal Justice System, and this work is on-going.

Early Support

Implementation of the revised Early Support service is currently embedding in and continues to be overseen by the Head of Service (HOS) for YOT. The realignment of a shared HOS across both YOT and Early Support has strengthened the preventative work of the YOT. There has been a significant focus on Youth Offer services and how this can be further aligned to meet the needs of those at risk of entering the Criminal Justice System. Support is currently being offered by the YOT Manager in the redesign of youth services and engagement with youth volunteers in moving this work forward is also underway. The Youth Offer aims to provide all young people including those identified at risk of crime or social exclusion an opportunity to engage in positive activities influencing lifestyle choices to improve life chances. In addition to this, bespoke services are being considered and developed to try and address disproportionality of those entering the system and repeat offending. An example of such a piece of work is MIND have developed a bespoke session for Black, Asian, Minority Ethnic (BAME) young people looking at emotional regulation / wellbeing which is currently being trialled in the YOT with a vision to become part of a standard package of offer available for all young people to access.

Early Support and YOT will also work with partners with the aim of introducing a mentoring programme (potentially volunteer led) for vulnerable young people and those which could become involved in crime. This programme will be developed based on the evidence from the needs analysis which the Harrow Youth Parliament are supporting the delivery of. As schools will be critical partners in this, once established, the Council will work with schools on the delivery and roll out of any mentoring programme. The Council will also continue to adopt a variety of methods including coaching as a way to ensure young people are advised, supported and encouraged to develop their skills and maximise their potential. All engagements currently provided via the Youth Offer and YOT are based on a coaching principle which is focussed on achieving sustainable and positive outcomes, ensuring engagement is meaningful and purposeful. However, all interactions with young people are underpinned by developing trusting relationships with young people.

Youth Provision will offer activities from existing youth centres and other sites across the borough, mostly from partners existing assets and resources across the public and voluntary and community sector, but also the private sector where the opportunity arises, in order to enhance the existing provision of positive activities available outside of school hours. Provision will be tailored to encourage a reduction in young peoples' exposure to and involvement in violence, vulnerability and exploitation.

The Council will explore working more with charities to include sessions which focus on victim empathy as part of its programme for youth services. In order to prohibit involvement in crime, it is necessary to emphasise the negative effects that one's behaviour could have on others as well as the community at large. This can enable young people to comprehend the suffering that crime can inflict and hence victim empathy is a deterrent to criminal activity

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Commissioned Services

The Goldseal music provision continues to support the YOT in providing quantitative outcomes by way of academic qualifications, as well as providing a creative way to assist engagement in statutory court orders. Goldseal has continued to provide outcomes for young people by using music, production and enterprise skills as a way of encouraging self-confidence, team building. It provides a platform for young people to express their emotions in creative ways by writing / recording lyrics in a local Youth Centre. This also exposes the Young People to other services which may be accessible at the Youth Centre, promoting community engagement.

Harrow School / Tallships Youth Trust

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

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

Due to the success of the previous years the partnership board endorsed a further activity for 2017, enabling a group of ten young men from Harrow School and ten young men known to YOT to undertake a week long Tall Ships challenge.

3rd Sector Partners

In addition HYOT engages with partners across the voluntary sector to support service delivery, some of these include:

- Street Doctors – Medical students who have agreed to deliver 12 sessions across the YOT and as part of the Youth Offer which raises awareness and educates young people on the impact of knife crime.
- Prospects – work one day a week alongside YOT Education lead to support young people (including delivery of a workshop called *moving on*).
- MIND – committed to deliver workshops for groups of young people (aged 14-25), providing info on mental health and emotional resilience across YOT and Youth Offer.
- Ignite – Offering a Gangs and youth violence post in South Harrow and Rayners lane (Funded through MOPAC)
- WISH – Offering a full school training and support package around CSE (Funded through MOPAC)
- Synergy – Offering 8 schools over 2 years a drama and workshop around not engaging in youth violence and gang activity (Funded through MOPAC)
- Compass – Offering a drug dealing early intervention program and 1:1 support throughout the secondary schools in Harrow (Funded through MOPAC)

We also work alongside the following in supporting Referral Order / Reparation delivery;

- Royal British Legion, Ignite Trust, Watford Football Club, Dogs Trust, Milmans, Age UK, local Methodist Church, local businesses including Foodbank.

Other Partners

HYOT are members of a wide range of panels / meetings across the directorate and this is reflected in the staff's commitment to having varying champion areas (See appendix 9).

There is YOT representation, contribution and regular information sharing at the following:

- Missing Children / Children at Risk meeting (monthly and weekly)
- MASE
- Gmap (gangs mapping meeting)
- Prevent / Channel Panel
- Anti-Social Behaviour Action Group (ASBAG)
- Monthly transition meetings alongside National Probation Service (NPS) / Community Rehabilitation Company (CRC)

Regular attendance also takes place at YJB effective practice forum and RJ forums.

HYOT continue to sit alongside other Children Services providers, so are able to have access to provisions such as “Access to Resources Panel”, where cases are presented to senior managers to secure outcomes, this can range from therapeutic input to specific accommodation types.

In addition HYOT have been involved in the development of an innovative project developing a mobile app. Young people have been key in the design and content of the prototype and is now being put forward as part of a funding bid to MOPAC which other local authorities have also provisionally agreed to be part of.

RISKS TO FUTURE DELIVERY AGAINST THE YOUTH JUSTICE OUTCOME MEASURES

The total proposed grant for the HYOT Partnership for 2017/18 is **£211,435**. Although this is a 0.4% increase to last year’s grant, YOTs remains concerned regarding the risk to in-year cuts from the YJB.

Despite partner contributions remaining relatively stable, there is concern that the future of services within the public sector are volatile and any small changes to resource could significantly impact delivery of Youth Offending services. Intense and varied resources are needed to reduce reoffending of the most complex cohorts that continue to present themselves within the Criminal Justice System.

HYOT are part of the wider council’s quality assurance framework and commit to auditing 3 cases a month in addition to quality assuring all initial assessments and PSR’s. The quality assurance framework is in the process of being revised and updated in light of changes to the National Assessment Framework and the introduction of the Assetplus.

Assetplus is a new assessment and planning interventions framework developed by colleagues at the Youth Justice Board (YJB) which replaces the current Asset framework. It has been designed to provide a holistic “end to end” assessment and intervention plan, allowing one record to follow a child’s journey throughout their time in the criminal justice system.

Harrow are amongst the last group of YOT’s who are in the process of rolling out Assetplus on their current case management system (Capita One Youth Justice). There have been significant technical difficulties impacting the effective roll out of Assetplus. YOT board continue to monitor this to ensure there is minimal disruption to services being delivered, however the impact on timeliness of completion against current National Standards remains to be tested.

The Charlie Taylor review of Youth Justice was published in December 2016. (<http://www.yjlc.uk/wp-content/uploads/2016/12/Review-of-the-Youth-Justice-System.pdf>). Although there has been significant political change, there has remained a commitment to improve services across the Criminal Justice Sector. In particular by the development of Her Majesty’s Prison and Probation Service (HMPPS), which replaces National Offender Management Service (NOMS) and will be responsible for rolling out the Government’s reform programme aimed at reducing reoffending rates. (<http://www.yjlc.uk/wp-content/uploads/2016/12/The-government-response-to-Charlie-Taylor%E2%80%99s-Review-of-the-Youth-Justice-System.pdf>). HYOT continues to deliver and improve services despite a backdrop of political uncertainty.

Appendix 1 – Annual Report

Harrow Youth Offending Team Annual Report 16-17

This annual report provides detailed information on the progress made over the last year in relation to addressing youth offending trends in Harrow and the performance of the Youth Offending Team (YOT). In addition the report considers priorities for the service for the forthcoming year 17/18

Our Vision

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

Overview

The Harrow Youth Offending Partnership Youth Justice Plan set the following key priorities for 16/17

- Reducing reoffending
- Implementation of revised assessment framework
- Increasing capacity with preventative activities as a result of the redesign of the Early Intervention Service, now known as Early Support Service.
- Work closely with IT providers to improve system performance and reliability

These remain key priorities for the Youth Justice Plan in 2017-2018.

Key challenges in the last year have included:

- Continued difficulties with integrating new database and impact on implementation of Assetplus
- Increased complexity of cohorts adding to existing resource pressures
- Uncertainty in respect of the future of Youth Justice

Youth Crime

Overall youth crime in Harrow has been variable but the general trend is a gradual decrease in numbers of orders, offences committed and numbers of young people committing offences. Figures dipped considerably in 2014/15 to 105 individuals committing crime; this had risen in 2015/16 to 159 but has since fallen in 2016/17 to 129.

Numbers of offenders have decreased during 2016/17 from 159 to 129 (a 18.9% decrease), the number of offences committed have also decreased but at a higher rate, from 336 to 237 (a 29.5% decrease). This suggests a reduction in the frequency of offending. This is supported by the decrease in the average numbers of offences committed by offender with 1.84 in 2016/17 compared to 2.11 in 2015/16.

Disposals have also decreased in 2016/17 at a faster rate than offenders. Total disposals have decreased from 206 to 139, this is a 33% decrease compared to the 18.9% decrease for the numbers of offenders. This suggests a reduction in the number of disposals being given by the courts.

Table 1

	15/16	16/17	Increase / Decrease (%)
Number of Young People who Offend.	159	129	18.9% decrease
Number of Offences committed	336	237	29.5% decrease
Average Number of Offences Committed Per offender	2.11	1.84	0.27 decrease

Number of Disposals	206	139	18.9% decrease
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2016/17 has seen some slight changes in the distribution of disposal types being issued. The most notable change is an increase in the proportion of Referral Orders (first tier disposals), with 50.4% compared to 44.2% for the previous year and a decrease in the proportion of youth rehabilitation orders (community disposals), with 28.1% compared to 34.5% for the previous year. This could be associated with an increase in seriousness of offences, thus not suitable for Out of Court Disposals such as possession of offensive weapons.

The revised Out of Court Disposal (OOC) process allowing police to offer Out of Court Disposals for a wider range of offences, and consider factors such as remorse at point of arrest has allowed for a more meaningful disposal which can assist in the diversion from the Youth Justice System. The number of Out of Court Disposals has decreased in 2016/17 to 19 compared to 36 in 2015/16. This accounts for pre-court disposals which are considered substantive outcomes so Triage (prevention programme) cases are not included.

National Data – Youth Justice Board (YJB)

HYOT has seen good progress in reducing its re-offending rates compared to the previous year. There has been a 5% reduction in re-offending. This level of reduction is not reflected in comparator figures which are only showing minimal changes.

First Time Entrants (FTE's) have reduced by 8% but is still slightly higher than YOT family and London averages which have also decreased.

Harrow's use of custody rate was previously lower than all comparators at 0.26 but has increased to 0.34 (increase of 0.8). This is in contrast to a reduction in comparator figures. Harrow is now above YOT family averages for use of custody but lower than London and National averages.

HYOT has scrutinised the increase in the use of custody through the YOT board. Upon analysis of those cases, HYOT were satisfied that all steps had been taken to avoid the use of custody and the challenge was put to court representative at board who remain responsible for the judicial decisions made in youth court.

FTE's remain a challenge for HYOT due to the increase in young people being convicted of a knife offence as their first offence – this makes those cases unsuitable for consideration under OOC route due to the seriousness of the offence and a duty to protect the public. Work is taking place across the borough as part of the wider Met Police initiative known as Operation Sceptre, which is a long term strategy to reduce violence with injury and combat knife crime. HYOT are engaged with partners across the council and community to proactively reduce the number of young people carrying knives. In addition the closer alignment of YOT and the Youth Offer means Harrow are able to bring expertise over to preventative services to divert to positive activities prior to entry into the system.

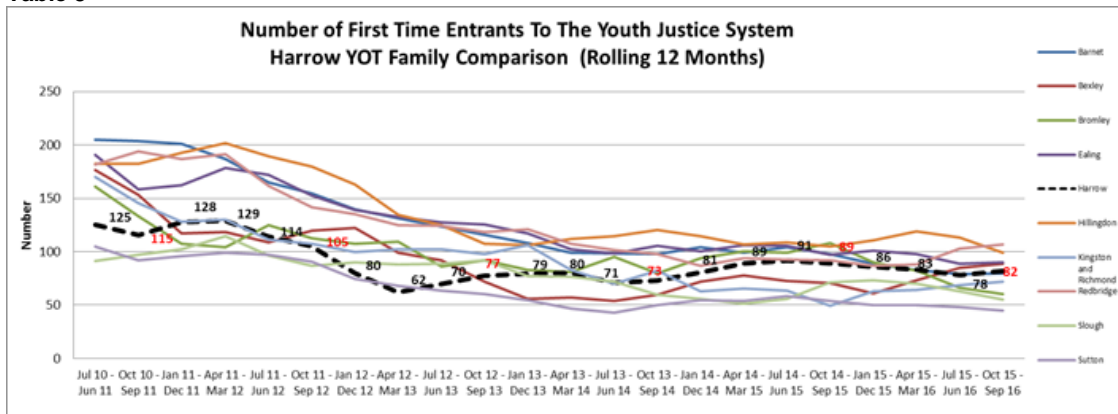
Table 2

	Harrow	London	YOT Family	England
FTE PNC rate per 100,000 of 10-17 population **Good performance is typified by a negative percentage				
Oct 15 - Sep 16 (latest period)	349	395	292	334
Oct 14 - Sep 15	379	422	314	380
per cent change from selected baseline	-8.0%	-6.5%	-6.8%	-12.0%
Use of custody rate per 1,000 of 10 -17 population **Good performance is typified by a low rate				
Jan 16 - Dec 16 (latest period)	0.34	0.66	0.30	0.37
Jan 15 - Dec 15	0.26	0.70	0.39	0.43

change from selected baseline	0.09	-0.04	-0.09	-0.07
Reoffending rates after 12 months				
Reoffences Per Reoffender Apr 14 - Mar 15 cohort (latest period)	2.88	3.15	2.88	3.27
Reoffences Per Reoffender Apr 13 - Mar 14 cohort	2.59	2.99	2.77	3.13
change from selected baseline	11.30%	5.20%	4.10%	4.60%
Frequency rate - Apr 14 to Mar 15 cohort (latest period)	1.14	1.36	1.22	1.23
Frequency rate - Apr 13 - Mar 14 cohort	1.15	1.29	1.12	1.19
change from selected baseline	1.2%	5.4%	9.1%	4.0%
Binary rate - Apr 14 to Mar 15 cohort (latest period)	39.4%	43.3%	42.4%	37.7%
Binary rate - Apr 13 - Mar 14 cohort	44.4%	43.2%	40.5%	37.9%
percentage point change from selected baseline	-5.0%	0.1%	2.0%	-0.2%

The below graphs show YJB data in comparison to Harrow's "YOT Family" against the following three outcome indicators: Reducing First Time Entrants, Reducing Reoffending and Reducing the use of Custody.

Table 3

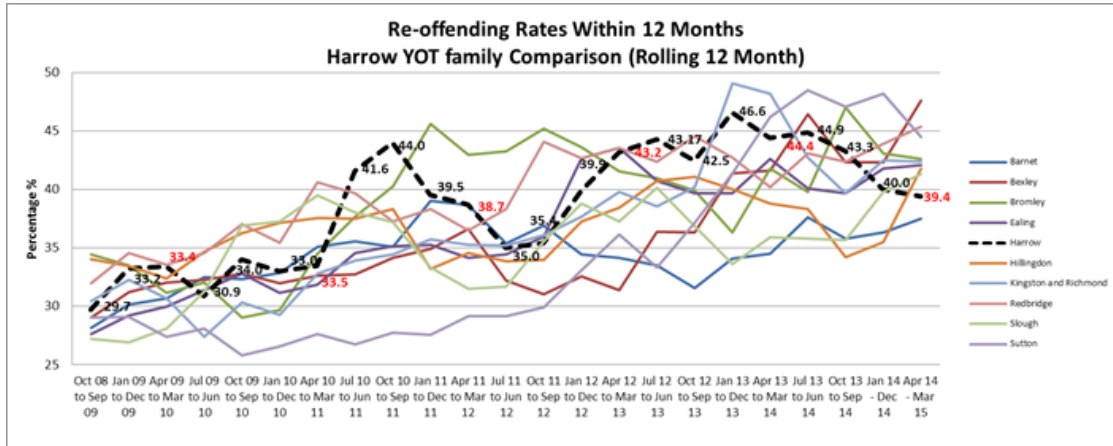


Between 2010/11 and 2013/14 there had been a steady year on year decrease in the number of first time entrants to the criminal justice system in Harrow, which is reflective of national and statistical neighbour trends.

Harrow has seen a reduction of 8% in first time entrants during the latest reporting period (Oct 15 – Sep 16) with 82 individuals compared to 89 in the previous year (Oct 14 – Sep 15).

The rate per 100,000 has decreased for Harrow in the latest reporting period (Oct 15 – Sep 16) with 349 compared to 379 in the previous year (Oct 14 – Sep 15). The current rate is higher than YOT family averages (292) and National averages (334) but lower than the London average (395). The 8% reduction for Harrow is reflective of the national picture with a reduction of 6.8% for the YOT family, 6.5% for London and 12% nationally.

Table 4



The YJB official re-offending statistics operate at a lag with the latest available reporting period for Apr 14 – Mar 15 (young people who received a court/pre-court disposal or who were released from custody in the period and subsequently re-offended within a 12 month period).

Within Harrow's YOT family the general trend shows a considerable increase in the re-offending rate between the Jul 08 - Jun 09 cohort and the Apr 14 - Mar 15 cohort. This upward trend is also reflected in London and national figures.

The latest figure of 39.4% (Apr 14 - Mar 15) represents a 5% reduction on the previous year's figure of 44.4% (Apr 13 - Mar 14). This reduction is not reflected in comparator figures with London and England figures remaining the same and YOT family figures increasing slightly (2.0%). Harrow's current figure is the second lowest in its YOT family and comes in lower than the YOT family average (42.4%) and London averages (43.3%).

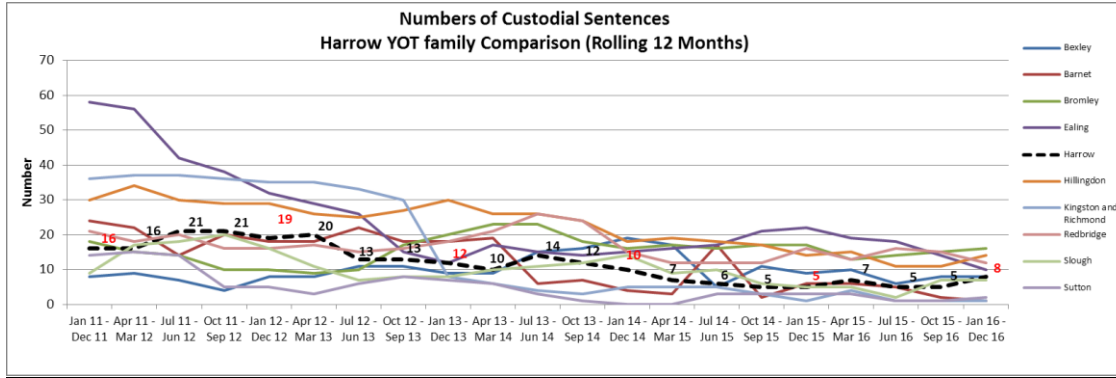
Harrow's most recent re-offending rate of 39.4% accounts for 52 re-offenders from a cohort of 132. This compares to last year's figure of 72 re-offenders from a cohort of 160 (Apr 13 - Mar 14). The last 4 quarters are showing a steady decrease in both the size of the cohort and the numbers of re-offenders.

A further measure of Re-offending is the re-offences per re-offender rate. This is the average number of re-offences committed by each re-offender. For Harrow the most recent figure is 2.88 (Apr 14 - Mar 15), which is an increase on the previous year's figure of 2.59 (Apr 13 - Mar 14). Comparator data is higher for London (3.15) but the same for the YOT family group (2.88) also reflect an increase in the last year, London increasing by 5.2% and YOT family increasing by 4.1%.

Key point

This data indicates that there is a smaller cohort of re-offenders but proportionately they are committing more re-offences, recognising the increased complexity of issues being presented.

Table 5



Over the past 3 years, Harrow's numbers in custody have been varied from between 5 and 21 in any 12 month rolling period. From Jan 16 - Dec 16 the figure of 8 demonstrates an increase on the previous year's figure of 7 (Jan 15 - Dec 15) and the highest it's been for 2 years.

The custody rate per 1,000 indicators allows for a better comparison between YOT's performance. Overall, Harrow's current position of 0.34 (Jan 16 - Dec 16) is higher than the previous year's figure of 0.26 (Jan 15 - Dec 15). Harrow is currently the 5th highest of the 10 YOT's, and is higher than the YOT Family averages (0.30) but lower than the London averages (0.66) and National averages (0.37).

Key point

Unlike other indicators, there is no significant trend in the number of custodial sentences across the YOT family group.

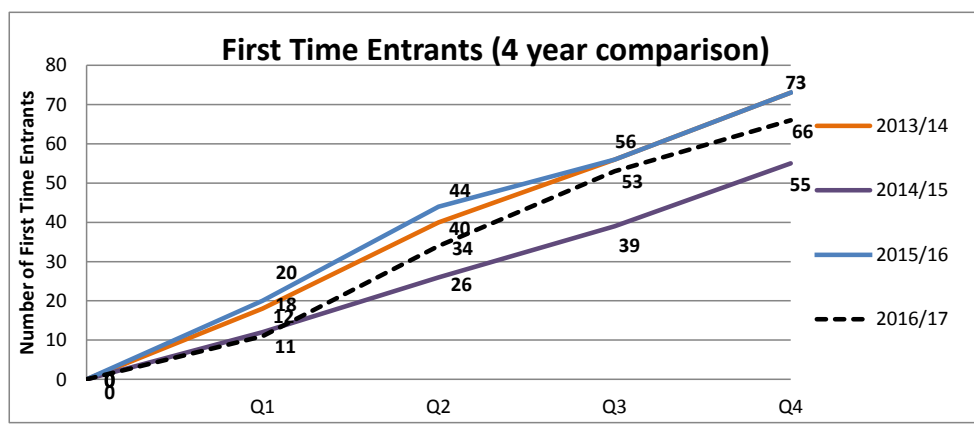
LOCAL DATA

First Time Entrants (FTE's) Local Data

Local analysis of FTE differs from national figures. National figures are calculated from Police National Computer (PNC Data) compared to the local figures which are taken from the local case management system. The local figure will differ from the national figure as the national figure takes into account offences that may not be recorded on the local system, such as offences receiving a police caution.

Over the past 4 years the numbers of first time entrants have varied with 55 in 2014/15, 73 in 2015/16 and 66 in 2016/17. The most recent figure of 66 represents a 9.6% decrease on the previous year's figure of 73.

Table 6



FTE Outcomes types for 2016/17 are proportionately similar to those in the previous year.

56/66 young people (84.8%) were male and 10 (15.2%) were female.

17 year olds made up 25.8% of the FTE starts, followed by 15 and 16 year olds (22.7%), 18 year olds (13.6%), 14 year olds (9.1%).

FTE's with conditional cautions in 2015/16 (9) were higher than in 2016/17 (2). Conditional cautions were used 6 times in 2016/17 but the majority of these cases had already entered the youth justice system at an earlier date. In 2016/17 FTE's receiving referral orders (65.2%) were slightly higher than in 2015/16 (56.2%). The numbers of first time entrants receiving custodial sentences was also slightly higher in 2016/17 (6.1%) compared to 2015/16 (2.8%) accounting for 4 young people.

Of the 66 young people who were first time entrants in 2016/17, offences falling into the Violence Against the Person category are most frequent accounting for 43.9%, followed by Drug offences (13.6%), theft and handling stolen goods (10.6%) and Robbery (10.6%).

Key point

The violence against the person offences were mostly possessions of knives or other offensive weapons (18 cases - 27.3%) and the rest were Assaults (11 cases - 16.7%), this demonstrates the increase in seriousness of first time offences.

Prevention Programmes (Triage)

During 2016/17 the YOT received 73 new referrals considered suitable for triage intervention, 68 of which went on to engage with the programme. A total of 75 were subject to triage in the year including those already active at the start of the year.

In 2016/17 there were a total of 50 young people discharged from the triage programme. 45 (90.0%) of whom completed the programme successfully. The remaining 5 out of 50 young people (10%) had an outcome of 'not completed' – i.e. x1 breach, x2 did not engage and x2 moved out of Borough. Those not accounted for in terms of outcomes were considered "still active".

Of those 75, 17 (22.7%) were female and 58 (77.3%) were male. 15 year olds made up 24.0% of the triage starts, followed by 16 year olds (24.0%), 17 year olds (21.3%), 14 year olds (10.7%), 13 year olds (9.3%), 12 year olds (4.0%), 11 year olds (2.7%).

For the 75 young people starting a triage intervention, offences falling into the Theft and Handling Stolen Goods category are most frequent and account for 36.0% of all offences. Drug offences are also common accounting for 30.7% of cases, with Possession of Cannabis accounting for 16% and Possession of Class B accounting for 13.3%. Violence against the person offences account for 21.3%, which includes common assault at 16%.

There are some clear differences seen in the types of offending between males and female. As there are fewer females (22.7% of the triage group), their offending patterns are less represented in the overall figures. Females are less likely to commit drug offences 11.8% compared to 30.7% for males. However, females are more likely to commit theft and handling offences at 58.8 % compared to 29.3% for males. Offences falling into the violence against the person category are more balanced with 17.6% for females and 22.4% for males.

Of the 75 young people involved in Triage, 5 had committed a further offence and became a First Time Entrant by End of May 2017. Of the 5 who became First Time Entrants;

- 1 received a Youth Conditional Caution,
- 1 received a Conditional Caution,
- 2 received Referral Orders and
- 1 received a Youth Rehabilitation Order.

Re-offences included 4 Violence Against the Person offences and 1 Vehicle Theft.

This figure will continue to be monitored for up to 12 months after the end of the year to capture any further re-offending.

Key point

HYOT has made significant improvements on delivery of triage services as this was previously an area which failed against National Standards Audit. The alignment of the Youth Offer will increase provision for triage cases ensuring positive engagement is offered in community based provision at the earliest opportunity.

Out of Court Disposals (OCD)

During 2016/17 there were a total of 30 out of court disposals. This accounts for 10 youth conditional cautions that were already active at the start of the year and 20 new out of court disposals starting in the year (14 Youth Conditional Cautions and 6 Conditional Cautions).

Of those 30 on OCD in 2016/17, 5 (16.7%) were female and 25 (83.3%) were male.

Ages were spread for the out of court disposals. 17 year olds made up 23.3%, followed by 13 and 15 year olds (20.0%), 16 year olds (16.7%), 14 year olds (13.3%) and 18 year olds (6.7%).

Of the 30 young people offences falling into the violence against the person category are most frequent accounting for 33.3%, followed by Drug offences (23.3%), theft and handling stolen goods (13.3%) and public order offences (13.3%).

The violence against the person offences included, Possession of an offensive weapon (13.3%) and Assault or occasioning actual bodily harm (10.0%).

25 out of the 30 young people subject to OCD were first time entrants, whereas 5 of those young people had a previous outcome, 1 x conditional discharge, 1 x conditional caution, 2 x Referral Order, 1 x Youth Rehabilitation order.

At the end of May 2017, 9 of the 30 young people subject to an out of court disposal had committed a further offence.

This figure will continue to be monitored for up to 12 months after the end of the year to capture further re-offending.

Of the 9 cases that re-offended;

- 1 received a conditional caution
- 5 received referral orders
- 2 received a youth rehabilitation order and
- 1 received a custodial sentence

Re-offences included 3 x drug offences, 2 x Robbery, 2 x Theft, 1 x possession of knife and 1 x motoring.

Triage/OOCD/ FTE Comparisons – offences

Table 7

Offence Type	Triage		Out of Court Disposals		FTE's	
	Number	%	Number	%	Number	%
Criminal Damage	1	1.3%	1	3.3%	2	3.0%
Drugs	23	30.7%	7	23.3%	9	13.6%
Non Domestic Burglary	1	1.3%	1	3.3%	0	0.0%
Other	4	5.3%	3	10.0%	4	6.1%
Public Order	2	2.7%	4	13.3%	5	7.6%
Robbery	0	0.0%	0	0.0%	7	10.6%
Theft And Handling Stolen Goods	27	36.0%	4	13.3%	7	10.6%
Vehicle Theft / Unauthorised Taking	1	1.3%	0	0.0%	3	4.5%
Violence Against The Person	16	21.3%	10	33.3%	29	43.9%
Total	75		30		66	

Offence types vary between first time entrants, triage and out of court disposals. The most noticeable difference is Violence against the person offences with 43.9% for first time entrants, 33.3% for out of court disposals and 21.3% for triage. Knife and offensive weapons offences are higher in the first time entrants category with 27.3% of offences being for offensive weapons compared to only 2.7% in the triage group. Most of the first time entrants that were sentenced for Knife/offensive weapons offences received a referral order.

Theft and handling stolen goods are seen much more frequently in the triage group (36.0%), compared to OOCD (13.3%) and First Time Entrants (10.6%). Drug offences are also seen more frequently in the Triage group (30.7%) compared to OOCD (23.3%) and First Time Entrants (13.6%). Those committing robbery type offences only fall into the first time entrants category making up 10.6% of the first time entrants. All those with a robbery offence were sentenced to referral orders or youth rehabilitation orders.

Key Point

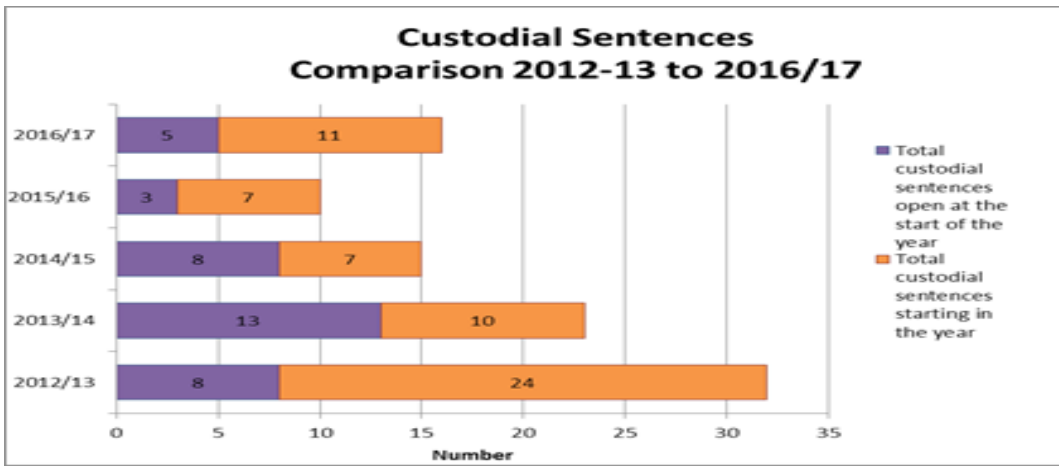
The above demonstrates decisions regarding out of court disposals are commensurate to the offence category, where more serious offences are considered FTE's which HYOT consider to be appropriate decision making. This continues to add to the workload given all Out of Court Disposals are managed by the Youth Offending Team as well as the responsibility for the delivery of intervention.

Use of Custody

Table 8

Annual Numbers in custody April - March	2012/13	2013/14	2014/15	2015/16	2016/17
Total custodial sentences open at the start of the year	8	13	8	3	5
Total custodial sentences starting in the year	20	10	7	7	11
Total in custody during year	28	23	15	10	16
Rate per 100,000	0.84	0.42	0.30	0.34	0.47

Table 9



The general trend for Harrow, which was reflected nationally, had been a considerable decrease in the number of young people in custody up until 2015/16, falling from 24 new custodial sentences in 2012/13 to 7 in 2015/16.

However, 2016/17 has seen an increase in new custodial sentences (11), which is higher than the 2015/16 and 2014/15 figure (7).

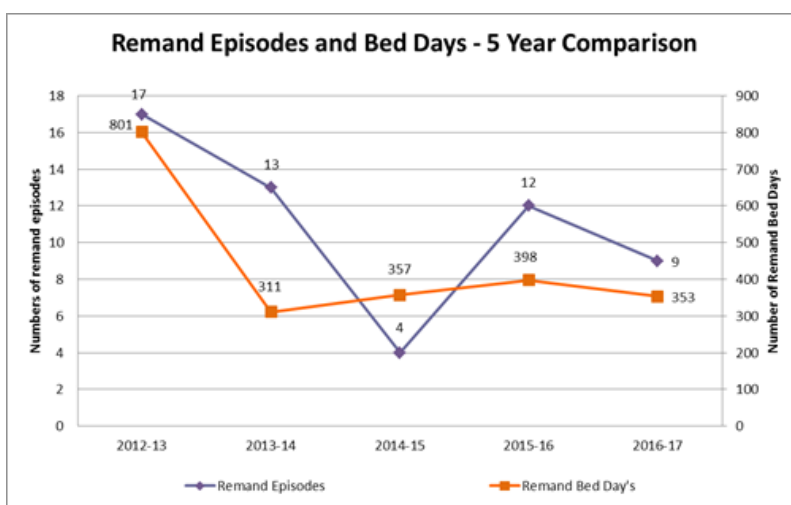
At the start of 2016/17 Harrow had 5 young people on custodial sentences, there have been a further 11 new custodial sentence and at the end of March 2017 there were 5 young people in custody and 3 young people on a post custodial licence.

Use of Remand

Table 10

Annual Remand Figures April - March	Remand Episodes	Remand Bed Day's
2016-17	9	353
2015-16	12	398
2014-15	4	357
2013-14	13	311

Table 11



Over the past 5 years Harrow's numbers on remand have been variable, decreasing to only 4 in 2014/15. The 9 remands account for 2 already open at the start of the year and 7 new remands starting in the year.

Although there was a decrease in both remands and bed day's during 2016/17 compared to the previous year, the numbers of bed days is still relatively high. Numbers of remands decreased by 33.3% while bed days only decreased by 12.7%. This is due to a few cases where the length of time on remand was longer than average because of the seriousness of the offence.

At the end of the year (31st March 2017) there was 1 young person on remand, however at the time of writing this report a further two have been remanded for serious offences.

Key point

The above data demonstrates the increase in seriousness of offending leading to more custodial sentences and increased length of remand periods in custody, leading to increased placement costs.

Data Summary – Outcome Indicators

FTE –

From Oct 2015 - Sep 16, Harrow has seen a reduction of 8% in first time entrants which accounts for 82 individuals as opposed to 89 in the previous year.

Reoffending –

The latest figure of 39.4% (Apr 14 - Mar 15) represents a 5% reduction on the previous year's figure of 44.4% (Apr 13 - Mar 14).

Use of Custody –

From Jan 16 - Dec 16 the figure of 8 demonstrates an increase on the previous year's figure of 7 (Jan 15 - Dec 15) and the highest it has been for 2 years (0.34% increase).

Education, Training, Employment (ETE)

Table 12

Current ETE for Open Interventions

Actively engaged in ETE	Total In Age Group	Total Actively Engaged	% Actively Engaged	Engaged in ETE for less than standard Hrs.	% Engaged in ETE for less than standard Hrs.	Total NEET	% NEET
Statutory School Age (25+ Hrs. ETE)	57	46	80.7%	5	8.8%	6	10.5%
Non Statutory School Age (16+ Hrs. ETE)	40	30	75.0%	1	2.5%	9	22.5%
Total	97	76	78.4%	6	6.2%	15	15.5%

Rates for young people in Education, training or employment (ETE) have been variable over the year. Harrow's local target is 75%. The ETE status for the active caseload at the 31st March 2017 is displayed in the table above and is 78.4%, this compares to 62.0% for the same point in the previous year (31st March 2016). This can be attributed to the appointment of a qualified Education Specialist within the YOT who has been proactive in helping young people into Training, Education and Employment and has made significant links with education providers.

The snapshot shows that 80.7% of young people aged 10-16 were accessing 25+hours of education and 75.0% of those aged 17-18 years were accessing 16+ hours. Detailed reports are provided on a quarterly basis to the YOT board on all NEET (Not in Education Employment or Training) young people

Ethnicity and Gender

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

Over the past 6 years (2011/12 to 2016/17), Harrow has seen some key changes to the ethnic make-up of its offending population.

Asian/Asian British makes up 41.1% of Harrow's general 10-17 population, yet only accounts for 18.6% of the young offending population in 2016/17. Asian/Asian British have been consistently under represented over the past 5 years, but had fallen to their lowest in 2015/16 (15.3%) with a small increase in 2016/17 (18.6%).

Young people of Mixed Ethnicity make up 8.0% of Harrow's general 10-17 population. The rate of offending amongst this group has been gradually increasing since 2012/13 and prior to 2015/16 remained in line with the Harrow population. From 2015/16 figures have seen an increase bringing them above the Harrow general population to 11.6% in 2016/17.

The numbers of White British young people in the YOT has been variable over the past 6 years; there was an increase in 2015/16 to 39.7% bringing it above the Harrow general population figure of 33.7%. However, 2016/17 has seen a dramatic decrease down to 25.6% which is the lowest recorded in the last 6 years. This means that the white offending population is now under represented in youth offending services. More in depth work needs to be done to understand the changes to the white offending population in Harrow. White ethnicities cover white British but also white European and other nationalities such as Roman and Polish.

The most notable difference between local demographics and youth offending demographics can be seen in the Black/African/Caribbean/Black British group. This group are considerably over represented, making up only 12.9% of Harrow's general 10-17 population but 34.1 % of the youth offending population in 2016/17. Over the past six years this group have been consistently over represented in youth offending services. The current figure represents an increase on the last two years. The Youth Offer is currently developing bespoke provision for BAME young males to support diversion away from Criminal Justice. For example MIND have developed an emotional wellbeing workshop which is targeted at young black males and accounts for cultural sensitivities in delivery and content.

In 2016/17 the gender split of young people convicted of an offence was nationally 84.6% Male to 15.4% female. In London females represent a smaller proportion with 13.7% to 86.4% male and for the YOT statistical neighbours they represent 14.4% to 85.7% Male.

Over the past 6 years Harrow's figures have been variable between 13.4% females in 2011/12 up to the highest rate of 19.5% in 2015/16. 2016/17 represents a dramatic decrease in the proportion of YOT clients who are female with only 8.5% (11) and a high number of males at 91.5% (118). Harrow has a lower proportion of females convicted of an offence (8.5%) compared to the National Average (15.4%), London Average (13.7%) and YOT Family average (14.4%).

Over the past 5 years the average number of females convicted of an offence each year is 21 (lowest 11 and highest 31). For males this figure is more variable with the average being 116 (lowest 87 and highest 149).

National Standards Audit

The YJB do not measure National Standards – rather, it seeks that the YOT Partnerships/Management Boards undertake their own quality audit and provide results to the YJB annually. This is a condition of the Youth Justice Grant. The audits follow a thematic approach which supports the strategic aims of the YJB and the wider youth justice system plus a data extract relevant to the standards being audited. The YOT partnership board were requested to commission the self- audit for NS 2016/17 which focussed on the theme – Reducing Custody.

126 cases were audited against 5 sets of national standards. All cases under each NS were then aggregated to provide an overall standard out of three possible categories. Standards met, (+85%), Standards met with recommendations for improvement: (65 to 84%), Standard not met and improvement required: (-64%).

All 5 standards fell within the “standard met with recommendations for improvement” category. Comparator data from 15-16 demonstrates an increase in National Standard 7 percentage. 15-16 data showed of the 24 cases audited, 50% were standard met, and 41.7% were standard met with improvements. 16-17 data showed of the 22 cases audited, 72.7% were standard met and 27.3% standard met with improvements.

Internal Performance Measures

Internal performance measures continue to be reported on, however due to the move to Assetplus there is an anticipated “parallel” reporting process that will need to take place whilst all cases move to the revised assessment process.

The table below (table 13) represents the key targets and progress between 2014/15 and 2016/17. There was a gap in performance monitoring between September 2015 and January 2016 due to migration to a new case management system. New reports had to be written before performance reporting could return to normal. The gap in weekly reports has negatively impacted on performance during 2015/16. Weekly performance reporting returned to normal and was in operation throughout 2016/17.

- Countersigning for Risk Of Serious Harm (ROSH) has increased by 13% and countersigning for Risk Management Plans /Vulnerability (now known as Safety and Wellbeing) Management Plans by 21%.
- Home visits within timescales have increased from 50.5% to 59.2%. (Home visits have shown a recent improvement in Q4 with 76.9% within timescales)
- ASSET completion within timescales has fallen to 62.7% compared to 73.4% for the previous year.
- Intervention plans within timescales have remained relatively stable at 52.2% (1% decrease on the previous year).

There have been continued challenges with IT impacting the ability to effectively record work – this has been considered at the YOT board and monthly performance narrative reports are provided to members which give a detailed overview on reasons for dip / increase in performance month on month.

These performance narratives alongside performance measures continue to be shared with YOT Partnership Board which offers appropriate challenge and oversight to ensure timeliness of performance improves.

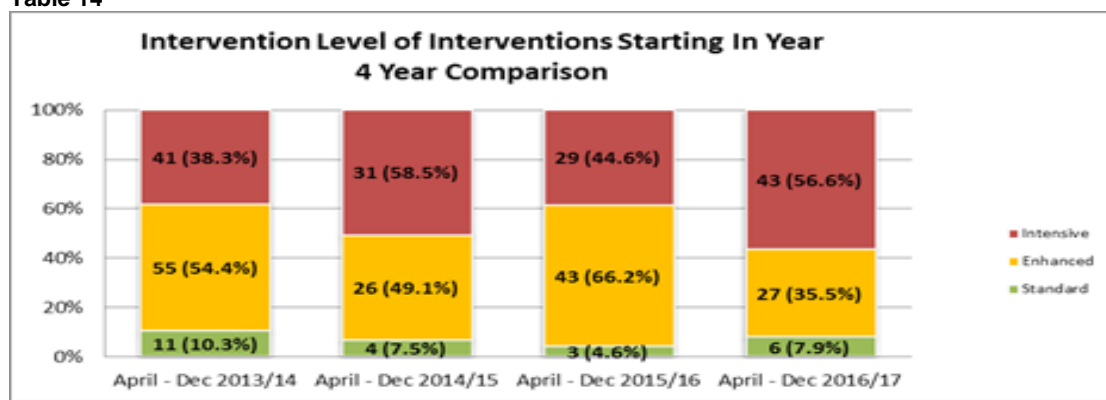
Table 13

Target	Description of Measures/Indicators	Q4 2014/15	Full Year Figure 2014/15	Q4 2015/16	Full Year Figure 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Full Year Figure 2016/17	Q4 comparison on between 2015/16 and 2016/17	Full year comparison between 2015/16 and 2016/17
1	% ASSETS Completed within 15 days (20 days for referral orders)	90.9%	90.7%	56.5%	73.4%	55.3%	72.0%	70.0%	50.0%	62.7%	-6%	-11%
2	% Interventions with Plans completed within 15 working days (Referral Orders - 20 days)	59.4%	72.4%	33.3%	53.5%	50.0%	63.0%	51.6%	45.0%	52.2%	12%	-1%
3	% ROSH's (Risk of Serious Harm Assessment) that were countersigned in period	94.0%	90.3%	65.0%	69.4%	85.2%	72.2%	89.6%	82.2%	82.7%	17%	13%
4	% Risk Management Plans (RMP) and Vulnerability Management Plans (VMP) countersigned in period	83.3%	91.9%	66.7%	61.9%	79.0%	74.5%	96.4%	78.2%	82.6%	12%	21%
5	Of those appropriate for Home Visits, % having them within 28 days of the intervention start	67.9%	74.0%	61.1%	50.5%	60.6%	48.9%	59.5%	76.9%	59.2%	16%	9%

Caseloads / Intensity Levels

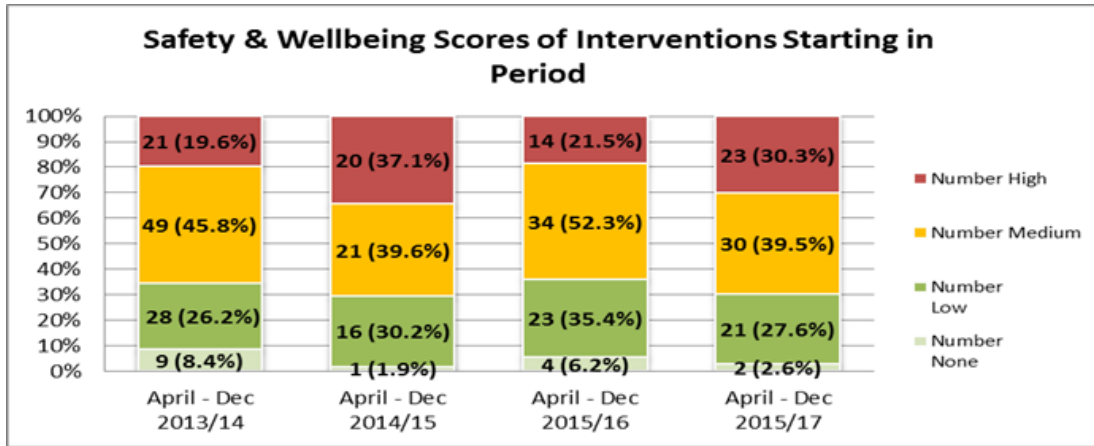
In 2016/17 there has been a slight decrease in the number of interventions starting in the year (78) compared to the previous year (82). The graphs below show the assessed levels of intensity at the start of the intervention. (Assessed levels of intensity determine the minimum number of contacts a young person has as part of their court order). 2016/17 has seen a shift in the proportion of the caseload assessed as "intensive" (requiring the most amount of contact), from 44.6% to 56.6% demonstrating an increase in the complexity of cases entering the Youth Justice System.

Table 14



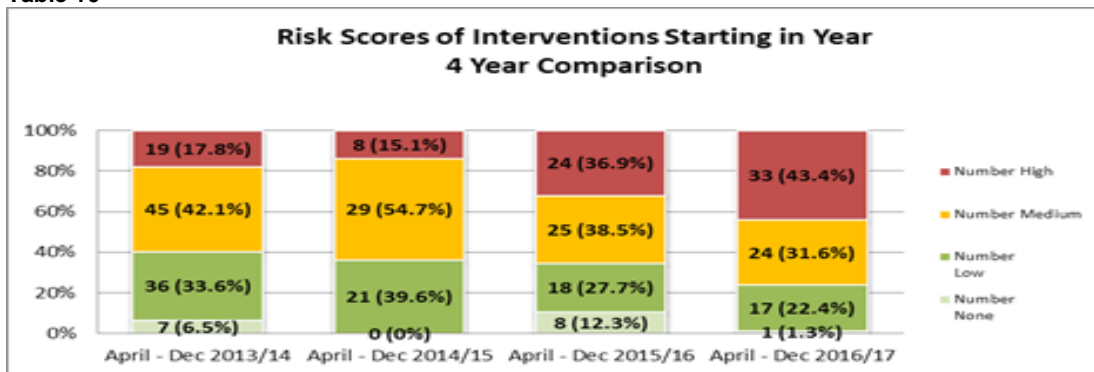
In addition assessed levels of Safety and Wellbeing have shown a notable increase in those assessed as having very high/high safety and wellbeing with 23 (30.3%) of cases having high/very high safety and wellbeing in 2016/17 compared to 14 (21.5%) in 2015/16. There is also a decrease in the numbers having low safety and wellbeing with 21 (27.6%) in 2016/17 compared to 23 (35.4%) in 2015/16. This demonstrates that the continued increase in complexity of the cases being presented to YOT.

Table 15



Assessed levels of risk have also shown a notable increase in those assessed as having very high/high risk with 33 (43.4%) of cases having high/very high risk in 2016/17 compared to 24 (36.9%) in 2015/16. Hilighting again the increased risks needing to be managed by the YOT.

Table 16



Although the 16/17 data demonstrates there is only one case assessed as very high risk of harm and 0 assessed as very high in terms of safety and wellbeing; we are aware that the trend in increased risks /

safeguarding concerns continues; in that 2 young people currently known to YOT are assessed as very high in terms of safety and wellbeing and 2 as very high in terms of risk to public.

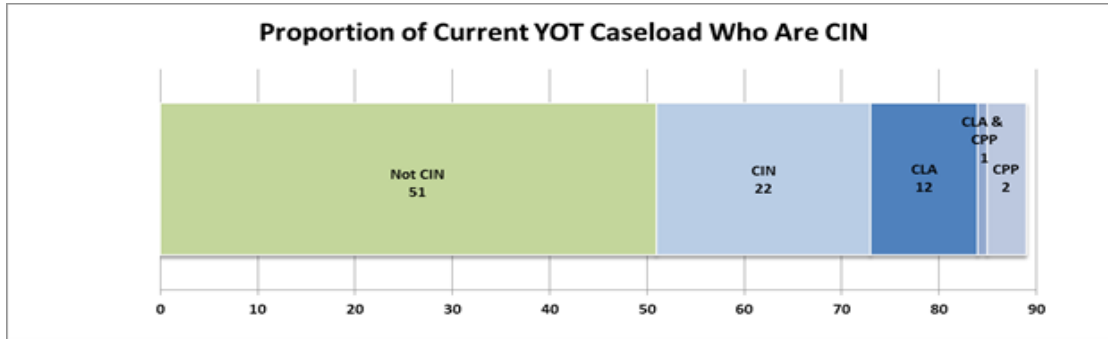
There was also a considerable increase in the number of referrals made from YOT to Multi Agency Safeguarding Hub (MASH) demonstrating an increased understanding of welfare based issues and again supporting the evidence suggesting an increase in complexity of cases being received. Data from 15-16 shows only 16 referrals were made, yet there were 36 referrals from April 2016– March 2017.

In summary, the data shows that increased complexity of cases leading to higher levels of assessed intensity and resource commitment (in delivery of court orders) has meant additional work load pressures for the team.

YOT and Looked After Children

A snapshot of the YOT caseload in February 2017 showed that there were a total of 12 young people who were also looked after, this represents 13.18% of the YOT caseload. In addition to this 22 (24.72%) were classed as children in need and 5 (5.6%) were on a child protection plan.

Table 17



The snapshot data for children looked after in Feb 2017 shows that on the whole a higher proportion of the Children Looked After (CLA) caseload are re-offenders than the general YOT population. Of the 12 young people looked after, 9 (81.8%) had been re-offenders with only 2 (18.2%) being first time entrants, this compares to only 45.6% of the YOT caseload who are re-offenders. In addition to this, 6 of the CLA re-offenders are in the top 12 most frequent re-offenders having received 5+ separate sentences.

An analysis completed in January 2017 demonstrated the following:

- Less CLA children entering the Criminal Justice System compared to previous years, however high number known to CIN / FRT at time of first offence
- 4 were due to criminal remand route and not solely welfare reasons, of the 4 none remained CLA required post release from custody / sentence.
- High number of cases with previous historical / current social care involvement generally in this cohort

Work continues alongside social care colleagues to have an increased understanding of those identified “at risk” of repeat offending. In addition a YOT / CLA champion has been identified across both services to tackle the issue of CLA repeat offending. There is further work to be considered regarding the use of Restorative solutions within carehomes. CLA and care leavers who are also subject to YOT interventions are scrutinised through the Corporate Parenting Panel and a report on this was presented in January 2017.

Interventions

Despite significant reductions in budgets HYOT continue to try and source the opportunity to deliver creative interventions.

HYOT embarked on sessions with a Charity called Street Doctors. Street Doctors are second year medical students who volunteer their time to deliver training to groups of young people on the impact of knife crime and

first aid in relation to someone who has been stabbed. Where HYOT has seen a significant increase in Carrying of Offensive Weapon, this is a key intervention in raising awareness of the impact of and seriousness of knife crime. The outcome of which has been two young people applying what they had learnt to stop the bleed when witnessing a stabbing.

HYOT were incredibly successful in the delivery of their Summer Arts College funded by UNITAS in 16/17 and were deemed by the moderator as ".one of the best he had assessed..". All 8 young people who attended the programme improved their literacy and numeracy skills and gained Bronze Arts awards, some of whom went on to gain the Silver Arts awards post the programme ending. Based on successes of last year HYOT have been encouraged to apply for funding again to run Summer College in 2017. The Summer Arts College is for NEET and our most vulnerable and high risk young people as outlined in the conditions of the grant funding

The development of the Youth Offer has provided the YOT with direct access to a range of services and provisions on offer for young people. In addition young people will be supporting the regeneration of the centre by way of painting the building as part of their reparation hours.

HYOT continue to source out and engage with community projects that can support engagement / delivery of services to young people.

IT / Assetplus

Harrow YOT has continued to suffer from IT issues which have also impacted the smooth transition to the revised framework of Assetplus.

All issues have been reported at the YOT Partnership Board as well as the Youth Justice Board and a representative from Capita One (Database providers) now attends the YOT board to provide regular updates on progress being made.

HYOT are amongst the last YOT's nationally to "go live" with this revised assessment tool. Staff have all been trained and had refresher training prior to going live with Assetplus. As of the 1st July 2017 all new cases will start on Assetplus framework. A local agreement has been put in place in measuring performance, recognising the shift to a new assessment combined with on-going IT issues is problematic.

Safeguarding

In January 2017, Harrow were inspected by Ofsted via the Single Inspection Framework where around 200 safeguarding cases were audited as part of the inspection. Children remaining in custody overnight and Children Looked After who offend or repeat offend were considered as key lines of enquiry during the inspection. Inspectors were satisfied that the appropriate measures were in place to ensure the needs of this cohort were met.

There was one reported Community Safeguarding and Public Protection Incident in 16-17 and all necessary procedures as outlined in YJB guidance were adhered to.

Staffing / Resource

HYOT have a structure that is fit for purpose. However, the increased demand of shifting to a new assessment framework as well as an increase in the number of cases and complexity led to discussions regarding further additional resources. Board members agreed to an additional YOT practitioner post. However, to ensure it was cost effective this has been advertised as a fixed term 12 month contact rather than an agency post.

Harrow YOT continues to access training via HSCB and the YJB inset calendar, however has also accessed training in house on topics such as Trauma from Children, Adolescent Mental Health Services (CAMHS) Nurse within team, RJ / Victim training from RJ coordinator.

There has also been an informal agreement where a local Met Police Community Engagement Officer will be based alongside the YOT, to support improving relationships between young people and police but also access resources such as police cadets and other police led engagement services.

Key achievements for 16-17

- Reducing reoffending rates amongst Harrow Young People
- Fully permanent workforce
- Integrated and promoted the work of the YOT across Harrow's Children's Division

Key priorities for 17 – 18

- Embed the revised Youth Offer into the preventative work of the YOT in order to continually reduce the number of FTEs
- Embed the revised Asset plus assessment framework and continue to work closely with IT providers to improve system performance and reliability
- Active contribution in developing strategies corporately and alongside partners to reduce serious youth violence and knife crime as part of the VVE delivery plan that is monitored by Safer Harrow.

Appendix 2 – YOT Board Membership

Name	Role and organisation	Contact Details
Paul Hewitt Chair	Divisional Director Children and Families	Paul.Hewitt@harrow.gov.uk
Dawn Hargadon	Metropolitan Police Detective Inspector	Dawn. Hargadon@met.pnn.police.uk
Errol Albert	Head of Service Youth Offending Team and Early Support	Errol.Albert@harrow.gov.uk
Aman Sekhon-Gill	Team Manager, YOT	Aman.Sekhon-Gill@harrow.gov.uk
David Harrington	Head of Business Intelligence	David.Harrington@harrow.gov.uk

Paa-King Maselino	Head Teacher The Helix Pupil Referral Unit	Paa-King.Maselino@harrow.gov.uk
Mike Herlihy	Youth Magistrate and former Chair of NW London Youth Panel	hamlin.herlihy@talktalk.net
Sue Sheldon	Designated Nurse Safeguarding Children Harrow CCG	suesheldon1@nhs.net
Antony Rose/ Russell Symons	Assistant Chief Officer, National Probation Service Senior Probation Officer, Probation Service	Antony.rose@probation.gsi.gov.uk / russell.symons@london.probation.gsi.gov.uk
Janice Noble / Alun Goode	Community Safety	Janice.noble@harrow.gov.uk / Alun.goode@harrow.gov.uk
Dan Burke	CEO Young Harrow Foundation – Voluntary Sector	Dan.burke@youngharrow.org
Delroy Etienne	Service Manager, COMPASS Harrow	Delroy.Etienne@compass-org.uk
Nomination awaited	Service Manager CAMHS	
Mellina Williamson-Taylor (MWT)	Head of Virtual School – HSIP	Mellina.Williamson-Taylor@harrow.gov.uk
Nomination awaited	Chief Executive Officer Ignite Trust – Voluntary Sector	

Appendix 3 – Finance Table

AGENCY	STAFFING COSTS (£)	PAYMENTS IN KIND – REVENUE (£)	OTHER DELEGATED FUNDS (£)	TOTAL (£)
Local Authority	£677,994			£677,994
Police service		£66,231 (x2 FTE Police Officers)		£66,231
National Probation Service		£49,173 (x1 FTE Probation Officer)		£49,173
Health Service		£16,833 (jointly funded CAMHS p/t post)		£16,833

		YJLD worker £60,650 (x1 FTE)		£60,650
Police and Crime Commissioner				
YJB Youth Justice Grant (YRO Unpaid work order is included in this grant)	£211,435 (Provisional)			£211,435
Other				
Total	£889,429	£192,887		£1,082,316

Appendix 4 – Staffing structure and breakdown

Position	Permanency/Agency	Gender	Ethnicity
Head of Service	Permanent	M	Black Caribbean
Team Manager	Permanent	F	Indian
Deputy Team Manager	Permanent	M	British Asian
Deputy Team Manager	Permanent	F	White British
Technical Business Support	Permanent	F	White British
Practitioner	Permanent	F	Black/British/Caribbean
Practitioner	Permanent	F	White British

Practitioner	Permanent	F	White British
Practitioner	Permanent	F	White – Australian
Practitioner	Permanent	M	White British
Practitioner	Permanent - PT	M	White British
Probation Officer	Seconded	F	White British
Practitioner	Agency	M	White British
Practitioner	Permanent	F	Black British
Practitioner	Agency – PT	F	White British
Practitioner – Triage	Permanent	F	White British
Restorative Justice Co-ordinator	Permanent	F	White British
Restorative Justice Co-ordinator	Permanent	F	Black / Caribbean
Victim Liaison officer	Permanent	F	Black/Caribbean
Education Specialist	Permanent	M	Black British
Clinical Nurse Specialist	Secondment	M	White British
Substance misuse worker	Secondment	F	White British
Police Officer	Secondment	F	White British
Police Officer	Secondment	F	White British

Appendix 5 Glossary of terms

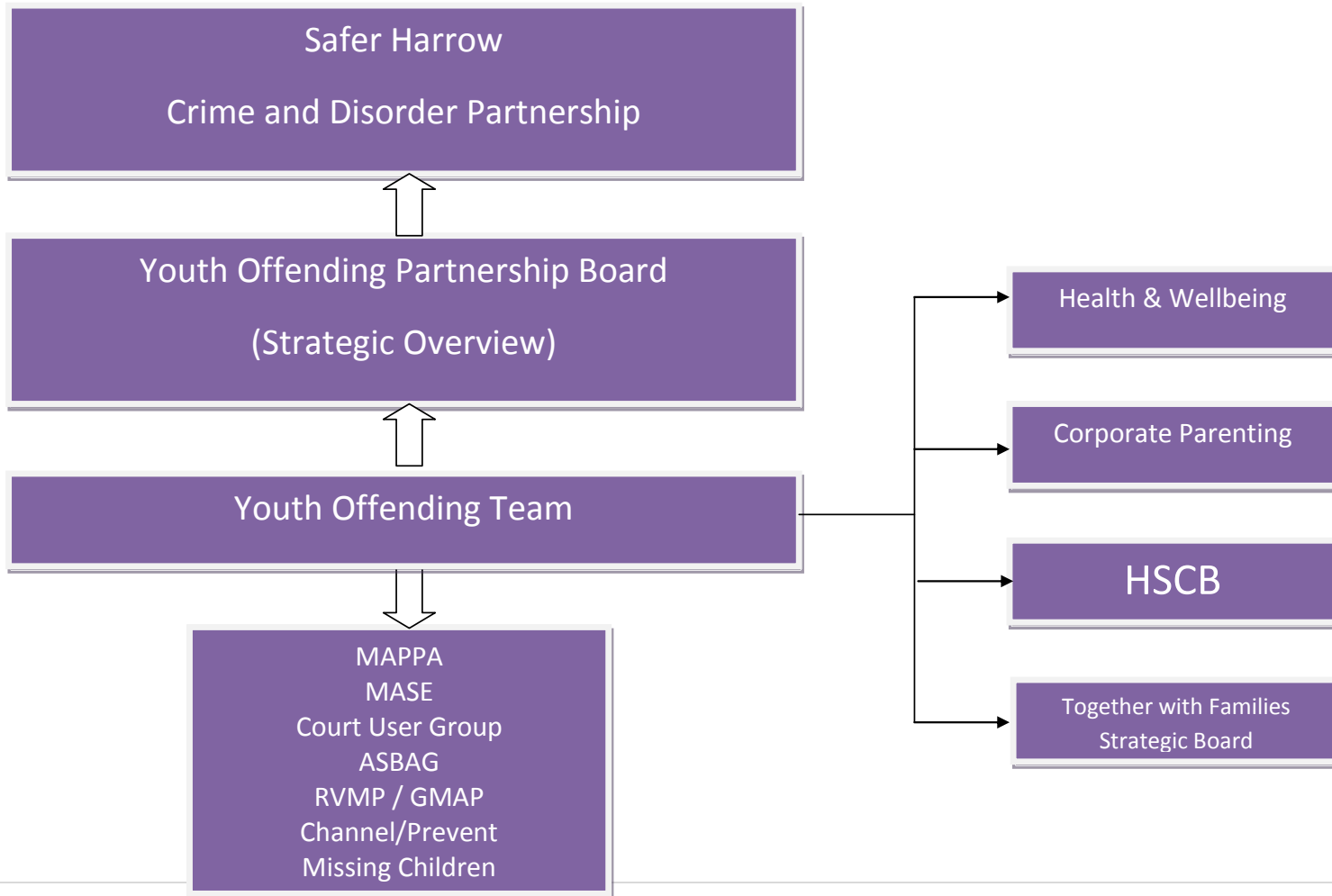
ASBAG	Anti-Social Behaviour Action Group
BAME	Black and Asian Minority Ethnic
CAMHS	Children and Adolescent Mental Health
CCG	Clinical Commissioning Group
CIN	Children in Need
CLA	Children Looked After
CRC	Community Rehabilitation Company
CSPPI	Community Safety and Public Protection

CSE	Child Sexual Exploitation
ES	Early Support
ETE	Education, Training and Employment
FTE	First Time Entrant
HMPPS	Her Majesty's Prison and Probation Service (Formally National Offender Management Service - NOMS)
HSCB	Harrow Safeguarding Children Board
HYOT	Harrow Youth Offending Team
LASPO	Legal Aid, Sentencing and Punishment of Offenders Act
LA	Local Authority
MASE	Multi Agency Sexual Exploitation (Panel)
MASH	Multi Agency Safeguarding Hub
MAPPA	Multi Agency Public Protection Arrangements
MOPAC	Mayor's Office for Policing and Crime
NEET	Not in Employment, Education or Training
NHS	National Health Service
ONS	Office of National Statistics
PVE	Preventing Violent Extremism
PNC	Police National Computer
RJ	Restorative Justice
ROTL	Release on Temporary Licence
ROSH	Risk of Serious Harm
R/VMP	Risk / Vulnerability Management Plan
YJB	Youth Justice Board
YOT	Youth Offending Team
YJLD	Youth Justice Liaison and Diversion
YJILS	Youth Justice Interactive Learning Space
YRO	Youth Rehabilitation Order

APPENDIX 6

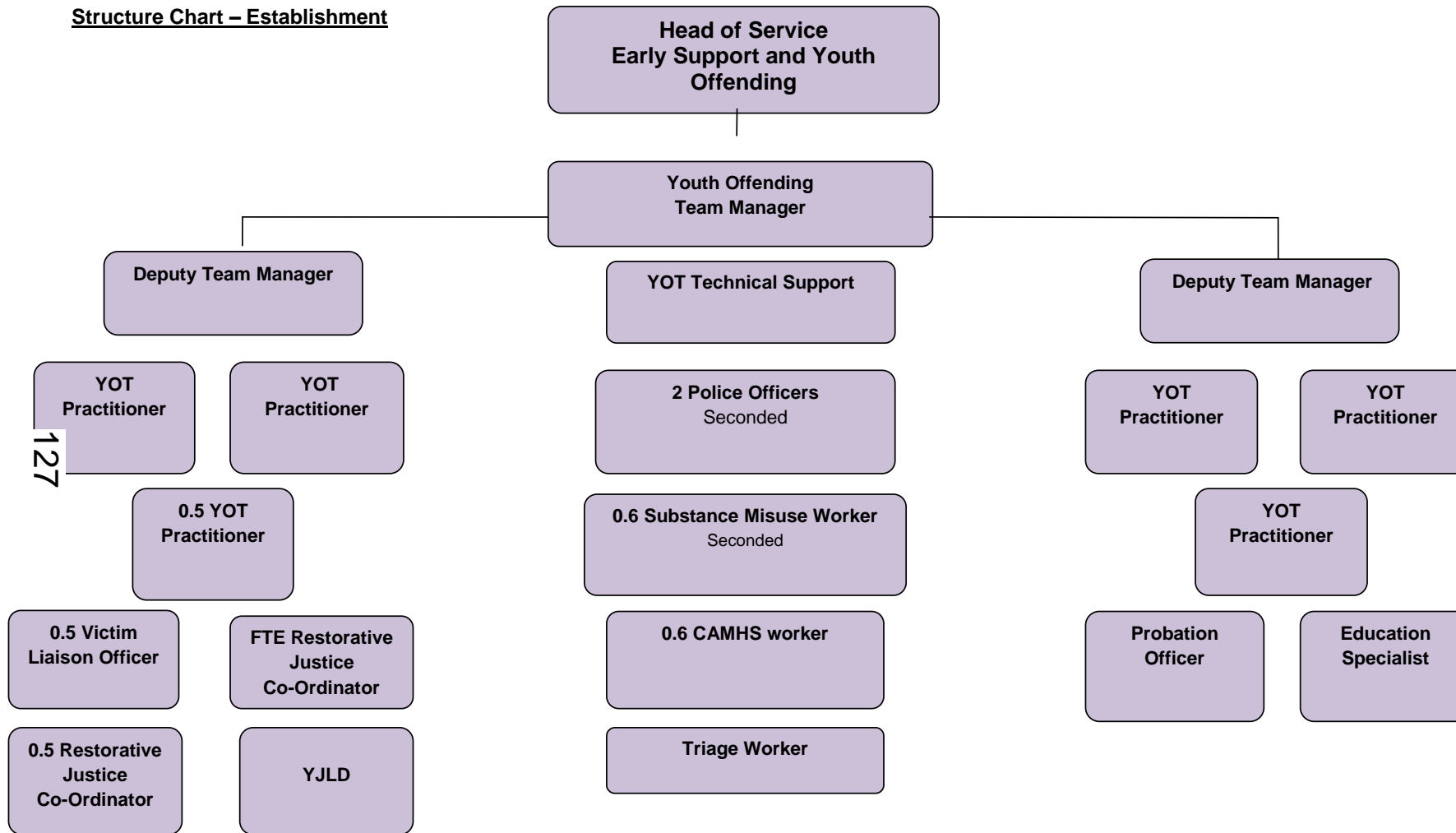
Structure and Governance arrangements

126



APPENDIX 7

Structure Chart – Establishment



127

Appendix 8

Allocation of Good Practice Grant

<u>Area of Delivery</u>	<u>Activity</u>	<u>Associated Costs</u>
Service delivery improvements	Implementation of Assetplus, including improving casework practice and performance.	£100,435
Reducing FTE's	Strengthen preventative services within the YOT, including improved links with Together with Families work by way of increased data collation with partners and tracking	£40,000
Reducing Re-Offending	Completing further analysis on reoffending cohort to identify trends and triggers. Development and further investment in programmes and resources targeting reoffending cohort needs.	£30,000
Reducing the Use of Custody	The YOT will continue to ensure robust programmes are available including positive activities for YP to access as part of their bail / resettlement from custody.	£31,000
Restorative Justice work including work with Victims	Identifying creative methods of engagement to support victims of crime and encourage increased engagement in restorative processes	£10,000
		£211,435

APPENDIX 9 – YOT Champion Roles

The role of a champion is to ensure they keep abreast of relevant research, legislation and local policies and procedures to support the knowledge / awareness of staff in a particular area. In addition, it gives staff the opportunity to attend training and advocate for an area of work which affects our young people. Your role is to be a “central point” for your chosen area so other members of the team can come and seek advice / guidance from you. Being a champion doesn’t mean you have to know everything, but it is important you are able to identify the appropriate links for staff and advocate the relevance of this area in the lives of young people in the criminal justice system.

CHAMPION AREA	STAFF MEMBER	MEETINGS ATTENDED / INPUT TO / GATHER INFO FROM	WHAT ARE YOU EXPECTED TO ACHIEVE BY BEING A CHAMPION ? <i>(how you do this is up to you to determine but managers will be willing to support and discuss where needed – remember this is not an exhaustive list, just the overarching vision)</i>
Child Sexual Exploitation	Deputy Team Manager	MASE	<p>Immediate action</p> <ul style="list-style-type: none"> - LS to ensure CSE lead is invited to Team meeting to discuss process of referral <p>Ongoing Role</p> <ul style="list-style-type: none"> - LS to feedback to team any patterns / risk areas / trends on a monthly basis at team meeting (standing agenda item) - Identify and share research in relation to those who are at risk of CSE and any links to Youth Justice.
Prevent	YOT Manager	Channel	<p>Immediate actions:</p> <ul style="list-style-type: none"> - Ensure staff understand referral process into channel - Ensure all staff have completed online training <p>Ongoing Role</p> <ul style="list-style-type: none"> - ASG to feedback any significant information in relation to risk / vulnerabilities

			- Any identified/ increased risk in relation to LB Harrow
Missing Children	Yot Practitioner	Monthly at risk missing children meeting	<p>Immediate actions</p> <ul style="list-style-type: none"> - ASG will continue to attend Monthly at risk meeting and individual information on cases will be collated from YOT Practitioner <p>Ongoing Role</p> <ul style="list-style-type: none"> - Share research in relation to push and pull factors as to why children go missing and any link to YJ system
Gangs	Yot Practitioner and Deputy Team Manager	Gangs Matrix Meeting YJB Gangs Forum	<p>Ongoing Role</p> <ul style="list-style-type: none"> - LS to ensure written update is provided to all staff re: police operations / impact on geographical locations / those linked to Young People known to YOT. - To bring back research / effective interventions from forum and share with team as resources - To support referrals into gangs intervention within LA
Safeguarding	YOT Practitioner / Deputy Team Manager		<p>Ongoing Role</p> <ul style="list-style-type: none"> - To support staff in increasing their understanding of safeguarding within the YJ system - Link research to practice and support this within assessments (DTM)
Victim work	Victim Liaison Practitioner		<p>Ongoing Role</p> <ul style="list-style-type: none"> - To ensure staff understand the importance of individualising victim empathy work - To identify meaningful ways this can be supported within plans
Restorative Justice	Restorative Justice		<p>Ongoing Role</p> <ul style="list-style-type: none"> - To train staff in RJ practice

	Coordinator		<ul style="list-style-type: none"> - To support staff in embedding RJ within their day to day work - To identify meaningful ways this can be supported within plans
Effective Interventions / Research	Probation Officer / YOT Practitioner	YJB Effective Practice Forum	<p>Ongoing Role</p> <ul style="list-style-type: none"> - To increase understanding and share resources that are considered to be effective in reducing offending / further offending in young people. - To increase and promote what meaningful engagement means - To assist staff in focussing on a strengths based model such as Good Lives Model
Group Work	YOT Practitioner/ Restorative Justice Coordinator		<p>Ongoing Role</p> <ul style="list-style-type: none"> - To develop sustainable group work programmes that run throughout the year and can be accessed by all young people within the YOT. - To support bespoke delivery of programmes based on changing needs / trends being identified - To incorporate services from within then multi agency YOT for regular delivery of group sessions (such as compass)
Health	Clinical Nurse / Youth Justice Liaison Diversion Practitioner		<p>Ongoing Role</p> <ul style="list-style-type: none"> - To support increased understanding of health needs for those young people within the YJ system - To share relevant information / research - To assist in the incorporation of health needs within plans for young people
Education/ SEN	Educational Specialist	YJB Send Forum	<p>Ongoing Role</p> <ul style="list-style-type: none"> - To advocate with education providers increased access of provision for young people

			<p>within the criminal justice system</p> <ul style="list-style-type: none"> - To provide regular sessions at the YOT for young people who are NEET / Excluded to ensure education needs are being met in the interim - To share effective practice and research in relation to education needs of those young people within the criminal justice system.
Substance Misuse	Substance Misuse Worker		<p>Ongoing Role</p> <ul style="list-style-type: none"> - Increase awareness of impact of substances within staff group - Deliver regular sessions to groups of YOT cohort regarding the use of substances / possession of cannabis - Ensure research regarding the impact of substances is shared across the service (this can also be in relation to parental substance abuse impact on children)
Transition arrangements	Probation Officer	Case transfer meetings	<p>Ongoing Role</p> <ul style="list-style-type: none"> - To ensure there is understanding across the service regarding the process of transitional arrangements - To support staff understanding of what makes a “good transition” based on inspection / research available across probation
Quality Assurance	YOT Practitioner	YJB QA support	<p>Ongoing Role</p> <ul style="list-style-type: none"> - To increase the use of research in assessments - To support developing a “peer” QA network within the team - To support increased consistency of QA across service.
Children Looked After	YOT Practitioner	CLA Team Meetings	<p>Ongoing Role</p> <ul style="list-style-type: none"> - To attend CLA team meeting and deliver training to support understanding of “at risk”

			<p>cohort</p> <ul style="list-style-type: none"> - To share research with CLA and YOT regarding the increasing issue of criminalisation of children looked after
Children With Disabilities	YOT Practitioner		<p>Ongoing Role</p> <ul style="list-style-type: none"> - To develop links with CWD team - To increase awareness in team re: CWD and impact in youth justice
Workforce Development	YOT Practitioner		<p>Ongoing Role</p> <ul style="list-style-type: none"> - To create a wider understanding across the service of what “workforce development” entails - Share emerging research across the team - To increase knowledge / skills across the team to deliver effective and meaningful services to children and families
Early Support (ES)	YOT Manager		<p>Ongoing Role</p> <ul style="list-style-type: none"> - To increase access to youth services provision for young people known to YOT across the borough - To improve partnership links with Early Support services - To increase awareness of what ES can offer for young people and families
Reflective Practice	Clinical Nurse		<p>Ongoing Role</p> <ul style="list-style-type: none"> - Develop Reflective Practice across the service

Appendix 10

Definitions of Key Terms

Disposal	A disposal is considered an outcome to an offence that has been committed, some of which lead to a criminal record and others that are considered diversionary.
Triage	Prevention programme which is offered to those who have committed a low level offence and demonstrate remorse for their offence.
Operation Sceptre	Metropolitan Police Led initiative to tackle the national increase in Knife related offending.
Youth Justice Board	A non-departmental public body responsible for overseeing the youth justice system in England and Wales.
Youth Justice Liaison and Diversion	The Youth Justice Liaison and Diversion (YJLD) scheme was developed in 2008 to enhance health provision within the youth justice system, facilitate help, at the earliest opportunity after entering the youth justice system. At first point of arrest all Young People receive a mental health screening to assist in determining the most suitable way to progress the young person through the criminal justice system, if at all.
Restorative Justice	A system of criminal justice which focuses on the rehabilitation of those who offend through reconciliation with victims and the community at large. Aims to repair the harm caused and provide victims a voice.
Out of Court Disposals	Responses to crime that the police can administer locally without having to take the matter to court. Supports diverting young people from the criminal justice system, recognising that the experiences of court can further cause young people trauma.
Remand to custody	For young people who have been arrested and charged with an offence, but the offence / aggravating features of the offence mean the young person is considered too high risk to public and thus is placed in a secure facility, Young Offender Institute / Secure Training Centre. This will be until a verdict of guilty or not guilty is reached. This automatically triggers a young person to become Looked After by the Local Authority.
Remand to local authority care	Young people are arrested and charged with an offence and are placed into the care of the Local Authority. This will be until a verdict of guilty or not guilty is reached. This automatically triggers a young person to become Looked After by the Local Authority
Levels of intervention	Based on assessment completed, this determines the frequency at which a young person must be seen. Intensive is a minimum of 12 contacts per month, Enhanced is a minimum of 4 contacts per month, Standard is a minimum of 2 contacts per month. <i>Practitioners are very likely to see young people more frequently than the minimum standard required to assist in relationship building.</i>

CABINET

12 OCTOBER 2017

Record of decisions taken at the meeting held on Thursday 12 October 2017.

Present:

Chair: * Councillor Sachin Shah

Councillors:

* Sue Anderson	† Varsha Parmar
* Simon Brown	* Kiran Ramchandani
* Keith Ferry	* Mrs Christine Robson
* Glen Hearnden	* Adam Swersky
* Graham Henson	

In attendance:

Richard Almond	Minute 606
Barry Macleod-Cullinane	Minute 606
Janet Mote	Minute 606
Paul Osborn	Minute 606

* Denotes Member present
† Denotes apologies received

RECOMMENDED ITEMS

609. Youth Justice Partnership Plan 2017-18

Resolved to RECOMMEND: (to Council)

That the Youth Justice Partnership Plan 2017-18, as set out in the report and appendices, be approved.

Reason for Decision: It was a statutory requirement to produce a Youth Justice Plan.

Alternative Options Considered and Rejected: As set out in the report.

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

[Note: Call-in does not apply to the recommendation reserved to Council.]

**COUNCIL
30 NOVEMBER 2017**

**CABINET
RECOMMENDATION
(12 OCTOBER 2017)**

RECOMMENDATION I

**IMPLEMENTATION OF THE MARKETS
IN FINANCIAL INSTRUMENTS
DIRECTIVE (MIFID II).**

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CABINET

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Paul Osborn	Minute 606

* Denotes Member present

† Denotes apologies received

RECOMMENDED ITEMS

610. Implementation of the Markets in Financial Instruments Directive (MiFiD II)

Resolved to RECOMMEND: (to Council)

That

- (1) the immediate commencement of applications for elected professional client status with all relevant institutions be agreed in order to ensure it could continue to implement an effective investment strategy;

- (2) responsibility be delegated to the Director of Finance, following consultation with the Portfolio Holder for Finance and Commercialisation, for the purposes of completing the applications and determining the basis of the application as either full or single service.

RESOLVED: That the potential impact on the treasury investment strategy of becoming a retail client with effect from 3 January 2018 be noted.

Reason for Decision: To comply with the Markets in Financial Instruments Directive and adhere to the Financial Regulations set out in the Council's Constitution.

Alternative Options Considered and Rejected: As set out in the report.

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

[Note: Call-in does not apply to the recommendation reserved to Council or to Cabinet's decision to note the potential impact of the strategy.]

COUNCIL
30 NOVEMBER 2017

**INFORMATION REPORT - REVIEW OF
HARROW COUNCIL'S MENTAL HEALTH
AWARENESS CAMPAIGN**

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REPORT FOR: Council

Date of Meeting:	30 November 2017
Subject:	Information Report - Review of Harrow Council's Mental Health Awareness Campaign
Responsible Officer:	Tom Whiting (Corporate Director of Resources and Commercial)
Exempt:	No
Wards affected:	N/A
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out the progress made to date on the Council's campaign to raise mental health awareness and challenging the stigma around mental health both within the workforce and wider local community.

Recommendations:

Council is requested to note the report.

Section 2 – Report

Background:

At the Council meeting of Thursday 22 September 2016, Councillors stated their unanimous support for signing up to the Centre for Mental Health's Local Authority Challenge, with the appointment of two Mental Health Champions: Councillor Kareema Marikar and a senior officer Champion (Tom Whiting, Corporate Director of Resources). The Mental Health Challenge Motion was in the names of Councillor Adam Swersky and Councillor Varsha Parmar.

The Centre for Mental Health's Local Authority Challenge committed the Council to support positive mental health in the community, tackle inequalities in mental health, and address discrimination against people with mental illness.

Earlier this year, we launched Thrive Harrow, the first borough-level Thrive initiative in London and linked to the Mayor's Thrive London initiative. The launch of the Thrive Harrow coincided with us signing the Time 2 Change pledge at a public event held on the 11th May 2017. We have also signed up to the Stevenson and Farmer report's recommendations for employers on Mental Health for employees.

It was agreed that the Mental Health Champions would report back on their progress to Council in one year.

Why change is needed around mental health awareness:

National Context:

Mental health problems are a significant risk to our wellbeing. The charity Mind estimates that 1 in 4 people experience mental health problems in any given year¹ and that mental health problems like anxiety, depression and unmanageable stress affect 1 in 4 British workers each year. The World Health Organisation predicts that depression will be the second most common health condition worldwide by 2020, and there is often a cause and effect relationship between mental health and issues such as housing, employment, family problems or debt².

Mental wellbeing is widely considered to be one of the biggest threats to success and productivity in the workplace, due to absenteeism and 'presenteeism' (the act of attending work while sick, which can cause productivity loss, poor health, exhaustion and workplace epidemics). The cost to the UK economy of mental health problems is estimated at £105bn per

¹ McManus, S., Meltzer, H., Brugha, T. S., Bebbington, P. E., & Jenkins, R. (2009). Adult psychiatric morbidity in England, 2007: results of a household survey. The NHS Information Centre for health and social care.

² <http://www.mentalhealthchallenge.org.uk/the-challenge/>

year³. Proportionately, based on these figures the cost of mental health problems to the local Harrow economy would be around £0.5bn.⁴

Employers and employees can be unsure as to how to effectively confront the issue of mental health in the work place. Time to Change state that 9 out of 10 people with mental health problems experience stigma and discrimination⁵. If individuals who experience mental health problems are afraid to disclose their condition, this may lead to their support needs going unmet and the issues further exacerbated.

The topic of mental health has been gaining momentum over the past year, with raising mental health awareness being one of the Prime Minister's stated key priorities, and the Royal Family also having spoken out about their personal mental health experiences. The Mayor of London, Sadiq Khan, has also recently established 'Thrive London', with the objective of raising mental health awareness in London.

Local Context:

National IAPT (Improving Access to Psychological Therapies) data has estimated that 22,700 people (9%) of Harrow residents may currently be living with common mental health problems⁶. Prevalence is slightly higher in Harrow than the England average for mental health problems such as schizophrenia, bipolar affective disorder and other psychoses; at 0.93%, compared with 0.84% (Harrow Joint Strategic Needs Assessment, 2016). Harrow also has a higher rate of mental health service users who were inpatients in a psychiatric hospital (3.6%) compared to the national average (2.4%). Furthermore, the Local Carers' Survey (2012-13) found that approximately one in five carers in Harrow were caring for someone with mental health problems (Harrow Joint Strategic Needs Assessment, 2016).

Local PANSI (Projecting Adult Needs and Service Information) mental health data shows that the number of people aged 18-64 in the borough living with a common mental disorder has increased, from 24,975 in 2014 to 26,064 in 2020, with 11,168 of these people predicted to have two or more psychiatric disorders increasing to 11,674 by 2020⁷.

Research by Mind suggests that public sector employees are at a greater risk of experiencing mental health problems than their private sector counterparts.

³ 'No Health without Mental Health' Report (2007): https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/213761/dh_124058.pdf

⁴ http://www.harrow.gov.uk/news/article/408/harrow_council_appoints_mental_health_champions

⁵ <https://www.time-to-change.org.uk/mental-health-statistics-facts>

⁶ [Harrow Joint Strategic Needs Assessment, 2016](#). *Harrow Joint Strategic Needs Assessment 2015-20*, London: Harrow Council.

⁷ Update population projections calculated using data released by ONS. [Projecting Adult Needs and Service Information \(PANSI\)](#), 2014.

Mind surveyed over 12,000 employees across both sectors and found a higher prevalence of mental health problems in the public sector, as well as a lack of support available when people do speak up⁸.

This may be partly due to the financial challenges currently facing the public sector, which are likely to have increased pressures on the sector workforce (thereby potentially increasing the risk of them experiencing mental health problems) due to issues including, having to undertake the same (or increased work) with fewer staff resource, multiple reorganisations, the community impact of changes, and keeping up with the pace of change.

Harrow Council sickness absence monitoring data shows that from October 2014 – Dec 2016, 3.35% of all reasons given for sickness absence were categorised as 'Stress/Depression'. A further 26.2% of reasons for absence were recorded as 'Other'. Whilst one cannot be certain as to why such a large proportion of staff and management chose the 'Other' category, it is probable that some of the individuals within this category will have been suffering from mental health conditions. The Time to Change survey undertaken earlier this year indicated that 20% of staff took sick leave for mental health reasons, which supports this hypothesis.

The Council's Strategic Approach:

The role of our Mental Health Champions is not to try to scrutinise or replace local mental health services, but to raise the profile of mental health awareness, tackle the stigma around mental illness, and signpost to key mental health support services. As such, specific aspects of their role include:

- Advocating for mental health issues in council meetings and policy development
- Reaching out to the local community (eg via schools, businesses, faith groups) to raise awareness and challenge stigma
- Encouraging the Council to support the mental health of its workforce

The Champions developed a low cost, high impact mental health action plan consisting of a year's worth of diverse wellbeing activities. They assembled a dedicated task group comprising of staff from various departments, and set up monthly meetings for the group to design, implement, and review the action plan.

The project group was keen to sign the Council up to the 'Time to Change' Employer Pledge, as it was recognised that this particular campaign had made a significant positive impact in reducing the stigma around mental illness. It was also thought that signing the Pledge would help the group to maximise the impact of the campaign, by providing them with useful, practical support in:

⁸ <https://www.mind.org.uk/news-campaigns/news/mind-reveals-shocking-differences-in-mental-health-support-for-public-private-sector-workers/#.WZFsMVKosnM>

- Developing a comprehensive action plan in line with Time to Change's 7 key principles which have been shown to promote effective campaigns
- Understanding and sharing best practice in implementing effective employer mental health campaigns
- Enabling access to a wide range of free resources (including research, publicity resources, and a comprehensive communications pack to help disseminate information about the campaign both internally and externally)



The action plan, which has been enthusiastically endorsed by Time to Change, is focused on breaking down the stigma around mental health, encouraging more openness and conversations around mental health, and putting mental wellbeing at the heart of policy-making, whether in our social care strategy or our housing plans.

Area of Focus	Why it is Important	How it has been achieved
<p>Senior Level Buy-In</p> <p>148</p>	<p>Visible endorsement and leadership from senior managers has provided a significant boost to the campaign, in terms of:</p> <ul style="list-style-type: none"> • Increasing its perceived credibility • Reaching wider staff and public audiences • Facilitating joint working with local partner organisations • Assembling and maintaining engagement from the campaign/project group 	<p>Passing of the cross party motion of Council to sign up to the Local Authority Mental Health Challenge.</p> <p>The campaign has also received public endorsement from not only the mental health champions, but also the Mayor, Council Leader, Chief Executive, and Councillors – many of whom attended and delivered speeches at the Council’s public Time to Change Pledge Signing Event on 11 May 2017. A review of the mental health action plan has also been added to Corporate Equalities Group meetings as a standard agenda item, demonstrating wider senior level support and helping to keep managers informed and receive useful feedback.</p> <p>In addition, the campaign has also been endorsed by senior leaders from other local and national mental health organisations (such as the Chief Executive of Mind in Harrow, and the Employer Manager from Time to Change), and recognised by Thrive London – who are providing it with support for the future.</p>
<p>Wellbeing activities</p>	<p>Hosting wellbeing activities such as yoga and meditation classes are a cost effective way to support employees to achieve a healthy work/life balance and boost their overall levels of satisfaction and productivity. The sessions can help individuals to revitalize, relax and release tension caused by daily stresses in the workplace.</p>	<p>As part of this campaign, Public Health have run various wellbeing activities for staff including: yoga/meditation workshops, healthy Harrow walks, dance sessions, mini-workout sessions and energisers. Links have also been made with Active minds to help advertise their staff wellbeing and crafts workshops via staff communications.</p>

Area of Focus	Why it is Important	How it has been achieved
<p>Publicity campaign</p>	<p>To open up conversations around mental health, thereby helping to break down the stigma associated with mental health conditions.</p> <p>In addition to internal communications, the project group have also publicised the campaign and its messages externally, to reflect the wider commitment to supporting the local community, and facilitates fostering positive relationships and collaboration with other local mental health organisations.</p>	<p><i>Internally via:</i></p> <ul style="list-style-type: none"> • Articles in the Chief Executive’s newsletter • Staff weekly news bulletin posts (e.g. providing campaign updates and signposting information) • Designing and displaying posters around the Council Civic Centre and Depot buildings • Hosting public events such as the Time to Change Employer Pledge Signing and ‘Tea and Talk’⁹ Events <p><i>Externally via:</i></p> <ul style="list-style-type: none"> • Social media posts • Campaign blog posts, such as in the Local Authority Mental Health Challenge and Centre for Mental Health websites • Press releases and articles in the local press • Organising live footage of our public events through London Live • Campaign posters and mental health exhibitions in local libraries and community centres
<p>Public Mental Health Events:</p>	<p>Organising workplace events can help to get colleagues thinking about and discussing mental health in the workplace.</p>	<p>Two key events during Mental Health Awareness week (8 - 14 May) were held:</p> <ul style="list-style-type: none"> • Public Time to Change Pledge Signing Event (11 May) • Staff Tea and Talk day (please see description in the footnote) <p>The Pledge Signing Event was particularly well attended with over 100 attendees from the Council workforce and local public, private, and voluntary sector organisations. Speakers included: the Mayor, Council Leader, Councillors, and our mental health</p>

149

⁹ With 20% discounts on teas/coffees at the Retreat, this event was attended by Council staff as well as representatives from local mental health organisations including Mind in Harrow. It provided an opportunity to discuss mental wellbeing, identify and share wellbeing resources.

Area of Focus	Why it is Important	How it has been achieved
		<p>champions, as well as various representatives from local and national mental health organisations such as Time to Change’s Employer Manager, a service user and the CEO from Wiseworks, and the chief executive of Mind In Harrow. It was a fun, lively event with musical performances from local mental health music organisations ‘More than Just a Choir’ and ‘UKCan’ (The Ukulele Group) – who provide opportunities for individuals with mental health conditions to socialise and recover through music.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">150</p> <p>Mental Wellness Training</p>	<p>Delivering mental health training sessions can help to create a well informed workforce, with employees who are able to effectively manage their own mental wellbeing, identify early signs of mental health issues both in themselves and others, and support others who may be experiencing mental health issues. The training sessions also help to demonstrate an organisational commitment to supporting employees’ wellbeing.</p>	<p><i>Internally:</i> Mental Health First Aider courses delivered to Council staff, including 15 who have received additional ‘Peer Educator’ training – enabling them to deliver Mental Wellness training courses to other Council staff.</p> <p>Mental Wellness courses delivered for staff. These 2 hour courses focus on:</p> <ul style="list-style-type: none"> • Raising awareness about common mental health problems • Informing staff about where support is available • Helping to build mental resilience • Challenging the stigma and discrimination around mental health <p>In addition, Human Resources – Learning and Development Team and Public Health are currently developing a mental wellness course specifically tailored to managers. This will be delivered by the Chief Executive of the Harrow Association for Disabled People (HAD) Nigel Long.</p> <p><i>Externally:</i> Mental health development training and courses taught in local schools (‘Mental Health First Aider’ and ‘Young Health Champions’ courses taught by Public Health to local</p>

Area of Focus	Why it is Important	How it has been achieved
151		<p>young people and those responsible for them). Public Health have delivered mental health champions courses to 4 secondary schools, and Mental Health First Aider courses to 15 primary and 1 secondary schools.</p> <p>Details of the programmes delivered:</p> <ul style="list-style-type: none"> • The Young Mental Health Champions programme has been developed with schools and youth organisations to support peer led health promotion campaigns. Champions are involved in a wide range of activities including: designing and delivering health campaigns, role modelling healthy behaviours, signposting to local youth health services, listening to and supporting their peers, and supporting national health promotion messages. • Youth Mental Health First Aider Programme for Schools and Colleges is a one day course designed especially with schools in mind targeted to meet the needs of educational environments. At the end of the course teachers will be able to: Recognise the symptoms of mental health problems, provide initial help, guide the young person towards appropriate professional help, develop an understanding of how you can create and maintain a healthier and more productive learning environment, and be mindful of their own wellbeing. <p>We are also aiming to support Harrow Youth Parliament (HYP)'s 'Curriculum for Life' Programme – which is a series of classroom/assembly lessons which focus on mental wellbeing for children and young people in local schools. Through our early discussions with HYP and Thrive London representatives we have established ongoing support for the 'Curriculum for Life' Programme in terms of helping the HYP to gain quality assurance on their lesson plans from representatives from both Thrive London and Public Health. We are keen to continue</p>

Area of Focus	Why it is Important	How it has been achieved
		working together with both Thrive London and HYP to ensure that local children and young people benefit from improved wellbeing support provision in the future.
Collaborating with public/voluntary partners:	<p>Working with other local partner organisations enables the Council to:</p> <ul style="list-style-type: none"> • Build and develop strong relationships with local mental health organisations • Promote the long term sustainability of the project by establishing a collaborative culture • Avoid duplication by building upon what is already happening around mental health in Harrow 	The Champions have worked with other local organisations on various initiatives, such as by signing the Council up to Central North West London NHS (CNWL)'s 'User Employment Programme' – which provides voluntary work placements within participating Employers' organisations for people with mild-moderate mental health conditions ¹⁰ . Representatives from our project group have also attended a local musical fundraiser event run by Rethink Mental Illness, and are currently exploring designing artistic murals around mental health with local mental health arts organisation 'Arts for Life'. The mental health champions have also attended Rethink Mental Illness Support Group sessions, listening to the views of the Voluntary Sector Representatives present, relaying their concerns and questions to CNWL, and subsequently sharing the CNWL response with the Support Group.
152 Raising the topic Mental Health in Committee/Board meetings:	One of the Champions' objectives is to place mental wellbeing at the heart of Council policy making. Frequently raising the topic of mental wellbeing during Committee and Board meetings helps to ensure that this topic gets the consideration it should.	Mental Health Champion Councillor Kairul Kareema Marikar asked questions relating to mental health at the 7 February Health and Social Care Scrutiny Sub Committee. The project Group have also provided input into the design of the new civic via the Regeneration Workshops, and ensured that the mental health action plan is reviewed quarterly at Corporate Equalities Group meetings. There is however more to do in order to ensure that consideration of mental wellbeing is embedded into all areas of policy making across the Council.
Monitoring and Reviewing Staff Wellbeing	Requesting staff feedback both prior and after the year's campaign on their wellbeing and satisfaction (or otherwise) with the wellbeing support available at work will provide evidence about the impact of the campaign.	1,000 randomly selected staff were asked for their views on mental health support provision in the workforce via the Time to Change staff evaluation survey. This survey will be circulated to staff again at the end of this year, which will provide a useful

¹⁰ The Central North West London (CNWL) NHS Team will be joining a Corporate Leadership Group meeting in October to inform senior Council Officers about the programme and request their endorsement

Area of Focus	Why it is Important	How it has been achieved
153		<p>comparison to help the project group to measure the campaign's impact. 157 completed responses were received, which revealed the following:</p> <ul style="list-style-type: none"> • <u>Work Level and Responsibilities:</u> 77% of respondents did not have managerial responsibilities, 18% were line managers, 8% middle management, and 1% senior manager • <u>Experience of Mental Health (MH) Problems:</u> 51% stated that they are a 'family member of somebody who has experienced mental health difficulties', 45% stated they are a 'friend to someone who has experienced mental health difficulties', and 39% stated that they have 'personal experience of mental health difficulties'. <p>Of those who said they had experienced MH issues, 77% said these had been in the last 5 years.</p> <ul style="list-style-type: none"> • <u>Supporting Colleagues with MH Issues:</u> 77% of the respondents stated that they either 'would definitely' or 'would possibly' intervene if they noticed a colleague was suffering from MH issues, and 82% said they 'would definitely feel glad' if someone felt comfortable disclosing their mental health issues to them. 82% stated that they 'definitely would not' laugh or joke about someone with mental health difficulties (although 2% said they 'definitely would' and 1% said they 'possibly would' join in with the joke). <p>Of those who had disclosed their mental health issues to colleagues, most (55%) said they felt 'very supported', whilst 18% felt either 'fairly' or 'very' unsupported.</p>

Area of Focus	Why it is Important	How it has been achieved
154		<ul style="list-style-type: none"> • <u>Language used around Mental Health:</u> 61 stated that they either 'strongly' (32%) or 'slightly' (29%) agree with the statement 'my colleagues use positive language when referring to mental health', 25% neither agreed nor disagreed, and 9% said they either 'strongly' (3%) or 'slightly' (6%) disagreed with the statement. • <u>When asked if they agreed with the statement - 'My workplace is supportive about issues concerning mental health':</u> 58% either 'strongly' (25%) or 'slightly' (33%) agreed with the statement, 21% neither agreed nor disagreed, and 17% either 'strongly' (9%) or 'slightly' (8%) disagreed. • <u>When asked if they would feel confident disclosing mental health issues to a colleague:</u> 23% said they had 'already told them', 4% said they would feel 'very confident' and 11% stated they would feel 'fairly confident'. However, 49% said they would feel either 'very unconfident' (19%) or 'fairly unconfident' (30%). • <u>Sickness Absence:</u> Of those surveyed, 55% said they had taken time off-work due to sickness in the past 12 months, and of these 88% said it was for a physical health reason, whilst 20% said it was for a mental health reason. Notably, 7% of those who said they had taken time off for mental health reasons stated that '<i>I was off sick for a mental health reason and told my manager it was for a physical reason.</i>'
Staff Wellbeing Intranet Site	To enable staff to access information relating to mental health issues, and to empower line managers and their teams to discuss mental health openly and confidently.	A series of wellbeing webpages are now available on the staff intranet site. The Health Matters Portal has themed 'landing pages' covering topics such as Healthy Eating, Fitness, Smoking

Area of Focus	Why it is Important	How it has been achieved
	<p>The webpages will feature resources from a range of organisations – as set out in the graphic below.</p>	<p>and Drinking, Mental Wellbeing, and Health at Work. The Workplace Wellbeing Resources page provides a series of resources (from organisations such as Time to Change, Mindful Employer, Mental Health First Aid England, and Public Health) supporting employees and line managers to:</p> <ul style="list-style-type: none"> • Have open conversations around mental health • Effectively self manage their own mental wellbeing <p>These pages are currently isolated from the hub homepage, and as such will soon be promoted on the homepage with their own icon under 'Top Tasks', along with a news item to highlight them further.</p>

Endorsement from Time to Change:

As a result of this campaign, Harrow Council has been put forward by Time to Change as a potential case study for the Prime Minister's Review into Mental Health in the Workplace. Our campaign has been chosen as an example of best practice in delivering workplace mental health awareness campaigns. The Champions have also been informed that Harrow Council's campaign will feature as a case study and will feature on Time to Change's new website.

Harrow Council's Mental Health Champions project group were also invited by Time to Change to deliver a 'masterclass' presentation to a range of private, public and voluntary organisations, focusing on how organisations with limited resources can achieve positive impact around mental health awareness. The project group received very positive feedback on their presentation from attendees and have subsequently been invited to take part in future masterclass events.

Sue Baker, Director of Time to Change, said *"Through our employer pledge we're thrilled to be working with over 500 organisations, such as Harrow Council, that have committed to opening up the conversation about mental health in the workplace. Too many people with mental health problems are made to feel isolated, ashamed and worthless. By signing the pledge, employers like Harrow Council are showing a real commitment to changing the way we all think and act about mental health in the workplace."*

Future Project Plans:

The Champions have ambitions to continue and expand the mental health project in the future, and are in discussion with representatives from Thrive London (The Mayor's Mental Awareness Programme) to position Harrow as a pilot site for city wide initiatives.

The focus for the year ahead will be on two community related initiatives:

- **Engaging local employers** – bringing together the public sector, community partners, people with experience of mental illness, and local business around a commitment to improving mental wellbeing in the area, and providing employers with Corporate Support to assist with developing their own mental health campaigns and working together to improve mental wellbeing in the borough, through collaboration with Enterprise Harrow
- **Supporting Children and Young People** – Recognising that mental health problems are increasing amongst younger people, the project group are working together with Harrow Youth Parliament to coordinate campaigns around mental health

Specific Future Actions:

- Redistribution of Time to Change Evaluation Survey and comparative analysis of the pre and post campaign survey results

- Monthly communications with staff (and public as appropriate) to continue in the CEX newsletter
- Collaboration with the Thrive LDN campaign

Financial implications

The Mental Health project helps the council work towards achieving it's Corporate Equality Objectives which in turn support the Council's Corporate Priorities. Progress is 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.

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

Equalities implications

Was an Equality Impact Assessment carried out? No

If no, state why an EqIA was not carried out below: There is no proposed service or policy change, hence no Member decision or EqIA required.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

The report and the work associated with it supports the Council priorities of:

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

Future project plans for engaging and supporting local businesses may also support the Council priority of:

- Making a difference for local businesses

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert



Chief Financial Officer

Date: 17 November 2017

Ward Councillors notified:

NO

Section 4 - Contact Details and Background Papers

Contact: Mohammed Ilyas, Policy Officer email:mohammed.ilyas@harrow.gov.uk

Background Papers: None

If appropriate, does the report include the following considerations?

1.	Consultation	NO
2.	Priorities	YES

COUNCIL
30 NOVEMBER 2017

PENSION BOARD
RECOMMENDATION
(8 NOVEMBER 2017)

RECOMMENDATION I

PENSION BOARD ANNUAL REPORT

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PENSION BOARD

MINUTES

8 NOVEMBER 2017

Chair:	* Mr R Harbord	
Board Members:	* Councillor Kiran Ramchandani	Employer Representative – London Borough of Harrow
	* Gerald Balabanoff	Scheme Members' Representative - Pensioners
	* Sudhi Pathak	Employer Representative – Scheduled and Admitted Bodies
	† John Royle	Scheme Members' Representative - Active Members

- * Denotes Member present
- † Denotes apologies received

RECOMMENDED ITEMS

124. Information Report - London Borough of Harrow Pension Board Annual Report to Council 2017

The Board considered a report of the Director of Finance which contained the revised draft report of its work which would be submitted to Full Council in November 2017.

An officer advised that information relating to the Board's bank account would be included in the 2018/19 report of the Board to Council.

Resolved to RECOMMEND:

That the report on the Board's work for 2017/18 be submitted to the Full Council meeting of 30 November 2017.

(Note: The meeting, having commenced at 2.08 pm, closed at 3.15 pm).

Appendix 1

LONDON BOROUGH OF HARROW PENSION BOARD ANNUAL REPORT TO COUNCIL 2017

Background

The Local Pension Board was set up by 1 April 2015 in accordance with the requirements of the Public Service Pensions Act 2013.

The Act provides for the membership to be of equal numbers of “employer representatives” and “member representatives”. In addition we have an Independent Member who is currently the Chair of Pension Board.

Our Terms of Reference require us to present a report on our work to the Full Council once a year.

Meetings

We held our first meeting on 25 June 2015 and Richard Harbord and Gerald Balabanoff were re-appointed as Chair and Vice-Chair respectively for the remainder of the 2016-17 Municipal Year. Richard and Gerald were re-appointed to their posts on 28 June 2016

In 2016-17 to date we have met on three occasions.

All five members of the Board have attended all except one of the meetings.

Themes arising during the year were:

Role and Terms of Reference

We understand our role and are generally happy with the generic nature of the Terms of Reference. However, our view is that we should meet more than twice a year and that the periods of office of the various members be staggered to avoid the potential loss of too much experience at one time.

We have also requested that all reports from Pension Fund Committee including exempt report be made available for review by Pension Board on a timely basis.

We have also confirmed the insurance arrangements to cover Pension Board members in relation to dealings with the Pension Fund.

Knowledge and Understanding of the Local Government Pension Scheme

To assist in our understanding and to assist in our scrutiny role, we have been provided with a large amount of information about the Scheme, usually with an officer's commentary, including:

- Annual Report and Accounts
- Governance Compliance Statement
- Communication Policy Statement
- Funding Strategy Statement
- Investment Strategy Statement
- Actuarial Valuation Reports from the Fund Actuary
- Pension Fund Register
- Policy for Reporting Breaches of Law
- Investment Manager Internal Control Reports

Relationship with Pension Fund Committee

At each meeting, the Board have been advised of the agendas of, and decisions taken by, the Pension Fund Committee at its recent meetings. Our views have, in turn, been reported to the Committee. The Board has also been explicitly invited to attend the Committee meetings and the training sessions held prior to each meeting.

Both the Board and the Committee have emphasised the importance of maintaining good relationships between the two bodies. The Chairs of the Committee and the Board have met and our Chair has been invited to speak at the Committee.

A recurring theme throughout the year has been legal advice that members of the Board are not entitled to remain at the Committee's meetings when exempt papers are discussed even though Board members are expected to abide by the Council's Code of Conduct. A compromise was eventually reached whereby Board members could see all exempt papers other than those involving personal information of officers.

Annual Report and Financial Statements

At various of our meetings we have been invited to consider the Annual Report and Financial Statements for the last two years together with their various attachments and the reports of the Auditor. The areas in which we expressed particular interest have been:

- Actuarial assumptions and actuarial valuation results
- Employer contributions
- The prospect of the funding deficit being recovered in 20 years
- The performance of the Fund and the way it is discussed in reports to facilitate the scrutiny process
- The effectiveness of investment managers internal controls
- Local Government Pension Scheme Pooling Arrangements through the London Collective Investment Vehicle (LCIV)

We have received reports and presentations from the Actuary and from the London Collective Investment Pooling arrangements.

Investment and Management Expenses

We reviewed in detail the management expenses of the Fund and requested benchmarking details.

Benchmarking and key performance indicators

We have shown particular interest in benchmarking and key performance indicators.

Traditionally, reliable benchmarking and comparison information covering all administering authorities has not been available. However, recent Government requirements in the context of the pooling arrangements have necessitated the provision of relatively consistent information from all administering authorities and Harrow's results were considered by us on 28 June 2016.

We have also asked for refinement to pension administration reporting to better understand performance against key performance indicators.

Environmental, Social and Governance Issues (ESG)

The Board supports the Committee's stance in expecting fund managers to adopt appropriate codes of practice and that they are required to provide an explanation when they do not. We have also requested information on the LCIV approach to ESG

Training

Pension Board has requested further trainings to cover the following:

- Governance and Key Legislation
- Actuarial and Funding Matters
- Investment and LGPS Pooling

Conclusion

The regulations governing Pension Boards were contained in the 2015 Regulations (SI2015/57)

The main provisions are:

“(1) Each administering authority shall no later than 1st April 2015 establish a pension board (“a local pension board”) responsible for assisting it -

(a) to secure compliance with -

(i) these Regulations,

(ii) any other legislation relating to the governance and administration of the Scheme and any connected scheme, and

(iii) any requirements imposed by the Pensions Regulator in relation to the Scheme and any connected scheme; and

(b) to ensure the effective and efficient governance and administration of the Scheme and any connected scheme.

Essentially the role of the Pension Board is one of Scrutiny and our role is wholly advisory.

The second year has been one of further training, understanding the role and scrutinising the arrangements for the actuarial valuation and areas of key interest such as management fees internal control and pension administration performance.

The Board looks forward to consolidating their performance in the third year and developing its role as an effective body for scrutiny

**COUNCIL
30 NOVEMBER 2017**

**INFORMATION REPORT – MINOR
ADMINISTRATIVE CHANGE APPROVED BY
THE MONITORING OFFICER**

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REPORT FOR: COUNCIL

Date of Meeting: 30 November 2017

Subject: **Information Report - Minor and Administrative Change approved by the Monitoring Officer**

Responsible Officer: Hugh Peart – Monitoring Officer

Exempt: No

Enclosures: None

Section 1 – Summary

This report sets out details of a minor change to the terms of reference of the Health and Wellbeing Board which was approved by the Monitoring Officer in accordance with Article 15 of the Constitution.

FOR INFORMATION

Section 2 – Report

Following notification from Healthwatch Harrow that the manager of Healthwatch Harrow would become the formal representative at Health and Wellbeing Board meetings and that a deputy for the meetings would no longer be provided, the Monitoring Officer has approved the minor and administrative change to the membership in paragraph 4.2 of the terms of reference from 'Chair of Healthwatch' to Representative of Healthwatch Harrow'.

This action was taken in accordance with paragraph 15.5 of Article 15 of the Constitution titled Review, Revision and Publication of the Constitution

Section 4 – Financial Implications

There are no financial implications

Ward Councillors notified:

No

Section 5 - Contact Details and Background Papers

Contact:

Elaine McEachron, Democratic & Electoral Services Manager

Tel: 020 8424 1097

E-mail: Elaine.mceachron@harrow.gov.uk

Background Papers:

Proforma to Monitoring Officer

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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