

# Overview and Scrutiny Committee

## AGENDA

**DATE:** Tuesday 19 September 2017

**TIME:** 7.30 pm

**VENUE:** Committee Rooms 1 & 2, Harrow Civic Centre,  
Station Road, Harrow, HA1 2XY

### MEMBERSHIP (Quorum 4)

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**Chair:** Councillor Phillip O'Dell

**Councillors:**

Jo Dooley  
Ms Pamela Fitzpatrick  
Barry Kendler  
Jerry Miles

Richard Almond  
Ameet Jogia  
Chris Mote  
Paul Osborn (VC)

**Representatives of Voluntary Aided Sector:** Mr N Ransley / Reverend P Reece  
**Representatives of Parent Governors:** 2 Vacancies

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

**Representative of Harrow Youth Parliament**

**Reserve Members:**

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1. Jeff Anderson  
2. Michael Borio  
3. Kairul Kareema Marikar  
4. Ajay Maru  
5. Aneka Shah-Levy

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

**Contact:** Frankie Belloli, Senior Democratic Services Officer  
Tel: 020 8424 1263 E-mail: frankie.belloli@harrow.gov.uk

## **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.

**Agenda publication date: Monday, 11 September 2017**

# AGENDA - PART I

## 1. ATTENDANCE BY RESERVE MEMBERS

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

Reserve Members may attend meetings:-

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

## 2. DECLARATIONS OF INTEREST

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

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

## 3. MINUTES (Pages 5 - 20)

That the minutes of the meetings held on 27 June and 17 July 2017 be taken as read and signed as a correct record.

## 4. PUBLIC QUESTIONS \*

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

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

**[The deadline for receipt of public questions is 3.00 pm, 14 September 2017. Questions should be sent to [publicquestions@harrow.gov.uk](mailto:publicquestions@harrow.gov.uk)**

**No person may submit more than one question].**

## 5. PETITIONS

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

## 6. REFERENCES FROM COUNCIL/CABINET

(if any).

**7. OFSTED INSPECTION - ACTION PLAN** (Pages 21 - 82)

Report of the Corporate Director, People Services

**8. YOUTH JUSTICE PARTNERSHIP PLAN 2017-18** (Pages 83 - 130)

Report of the Corporate Director, People Services

**9. ANY OTHER BUSINESS**

Which cannot otherwise be dealt with.

**AGENDA - PART II - NIL**

**\* DATA PROTECTION ACT NOTICE**

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

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

Deadline for questions	3.00 pm on Thursday 14 September 2017
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# OVERVIEW AND SCRUTINY COMMITTEE MINUTES

## 27 JUNE 2017

<b>Chair:</b>	* Councillor Phillip O'Dell	
<b>Councillors:</b>	* Richard Almond	Barry Kendler
	* Jo Dooley	* Jerry Miles
	* Ms Pamela Fitzpatrick	* Chris Mote
	* Ameet Jogia	* Paul Osborn
<b>Voting Co-opted:</b>	(Voluntary Aided)	(Parent Governors)
	* Mr N Ransley	None
	Reverend P Reece	
<b>Non-voting Co-opted:</b>	* Harrow Youth Parliament Representative	

\* Denotes Member present

### 219. Attendance by Reserve Members

**RESOLVED:** To note that no Reserve Members had been nominated to attend the meeting.

### 220. Appointment of Coopted Member

**RESOLVED:** To approve the appointment of Mr Neville Ransley as a co-opted member of the Overview and Scrutiny Committee representing the Roman Catholic Church diocesan education authority.

## **221. Declarations of Interest**

No declarations were made.

## **222. Minutes**

**RESOLVED:** That the minutes of the meeting held on 6 April 2017 be taken as read and signed as a correct record

## **223. Public Questions, Petitions and Deputations**

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

## **224. References from Council/Cabinet**

There were none.

## **RESOLVED ITEMS**

## **225. Community Safety, Violence, Vulnerability and Exploitation Strategy**

The Committee considered a report setting out the strategic vision of Harrow's Community Safety Partnership in the Annual Community Safety, Violence, Vulnerability and Exploitation Strategy for 2017-2020. In discussion, the following principal points were made:

- a) The information in the strategy related to the year October 2015 to September 2017, and it was therefore not reflecting the current position in the Borough, but rather the circumstances more than 9 months previously. Some more recent information was made available at the meeting, and it was acknowledged that reporting comprehensive, up-to-date information was challenging, but the Committee nevertheless considered it difficult to engage with the issues raised in the report when circumstances could have altered significantly in the interim period. It was suggested that arrangements be made for the Committee's consideration of the data to be brought forward to February while retaining the approval of the annual strategy in June.
- b) The strategy had been influenced by the new approach to policing and crime taken by the Mayor of London elected in May 2016. The previous Mayor had established seven key areas of priority across the capital based on the outcome of public consultation, yet some of these were not prevalent issues in Harrow borough and there had therefore been a mismatch between regional and local priorities.
- c) One of the themes of the new strategy was the value of focusing on some low volume, but high impact crimes rather than simply targeting the high volume crimes. There had also been efforts to coordinate with other separate strategies, for example, by integrating the domestic violence strategy.

- d) There was reference to instances of people coming from other boroughs to commit crime locally, for example, the recent case of someone stabbed to death in South Harrow. There were a number of cross-borough initiatives, including on knife crime, designed to mount a more effective response to these situations. Meetings on crime and community safety were held with Ealing, Brent, Barnet and Watford. Superintendent Claire Clark confirmed that there were also discussions about the Mayor's Office for Policing and Crime (MOPAC) moving towards a "merger" of their policing resources across groups of boroughs.
- e) There had been growing concerns over the number of young people caught carrying knives; there were some links to gang activity, but also many young people were mistakenly doing so for reasons of self-defence. Young people were increasingly worried over the issue as there were predominantly the victims of knife attacks. A considerable amount of time and effort was devoted to trying to engage young people. By comparison with other areas of London, Harrow did not have high numbers of these crimes, but they were on the increase and were often associated with perpetrators from other areas. Superintendent Clark confirmed that regular weapons sweeps were carried out and there was good community support for spreading the message about the dangers involved.
- f) The Harrow Youth Parliament had produced very helpful cards for young people on the subject of knife crime; it was suggested that these would help both spread the message about dangers in carrying knives but also help in the interaction between police officers and young people when searches were carried out. Superintendent Clark was interested in learning more about the cards and confirmed that she was aware of some loss of confidence among officers in carrying out knife searches of young people. She underlined that searches could only be initiated where the Police officer had a reasonable suspicion that a weapon might be involved; they had to be targeted and carried out for a specific reason. She was concerned that young people often did not object to the search itself, but perhaps to the manner and approach of the Police officer, so there were lessons to be learned about appropriate and respectful conduct in these situations. In conjunction with knife crime charities, Superintendent Clark was planning a seminar for parents in September, and was keen to develop a range of community-based activities to highlight the issues involved, including role models among those who had turned away from knife crime, engagement with Police cadets, the use of drama, etc. The Street Doctor scheme was a new programme and further information would be provided at the seminar for parents.
- g) Harrow was in the fortunate position that Michael Lockwood was a lead Chief Executive for policing and crime in the capital and was therefore in a better position to influence discussions and decisions at a regional level.

- h) Members expressed concern that there had as yet been no convictions for Female Genital Mutilation (FGM) in the Borough. Superintendent Clark was aware that there had been very few across London and would check whether any prosecutions had been initiated in the Borough. A separate report on FGM had been prepared for the Scrutiny Lead Members and this included some data on referrals as well as an outline of the good work being done to encourage reporting.
- i) In relation to tackling domestic violence, the Council had invested funds in the work of community-based organisations providing support to victims and building confidence to report crimes and abuse. There was also support for school-based programmes highlighting issues of sexual violence and coercion. The Council was keen to work with voluntary and community organisations, such as the Shiva Foundation, in these areas. It was acknowledged that one of the factors behind under-reporting of these crimes was the immigration status of the victims. It was understood that cases of domestic abuse involving “coercive control” were not progressed mainly because complainants were not willing to appear in court to give evidence.
- j) London Councils had led the project examining the opportunities to secure sustainable CCTV provision across the capital. It was understood this had been reported to the London Crime Board but this would be confirmed.
- k) The “Equaliteach” project, funded through the Home Office, was being offered to schools to help respond to the risks of radicalisation of vulnerable young people. Some schools had been concerned about WRAP training within the Prevent programme, but there had been few, if any, issues about information sharing.
- l) The Harrow Youth Council representative expressed concern that the report gave insufficient coverage to prevention strategies; reference was made to the work of charitable organisations such as WISH and Compass, and to the impact of the reorganisation of youth services on the level of support which could be provided to young people. The Council was trying to maximise the value of its resources even though there had been cuts in funding; the Police were also facing further budget cuts totalling £400 million across London. The point with regard to the balance in the strategy between prevention of crime and dealing with perpetrators would be reconsidered. There were many measures focused on early intervention and prevention and the contribution of the Harrow Youth Parliament to the review of these, was very welcome.
- m) There was some concern that progress in the Borough on crime and community safety might be overshadowed by an undue focus on London-wide issues and this was reinforced by the reference to future merging of Police responsibilities across boroughs. It was argued that Harrow should continue to focus on its own priorities and take pride in the effectiveness of so many of its activities. Superintendent Clark could not provide any assurances about the decisions by the Mayor of London and MOPAC about the reorganisation of policing across the



capital or indeed, about the impact of pending budget cuts in the Metropolitan Police. However, in her first few months in post in the Borough, she had been impressed by the potential of the initiatives developed to tackle crime and improve community safety.

- n) It was acknowledged that access to mental health services for young people has been an issue; indeed it now had a national profile. It would be increasingly important for the Council to continue working closely with the health sector and relevant voluntary organisations and schools to strengthen the Future in Mind [Harrow Horizons] programme which has recently been commissioned through Barnardos, to deliver an extensive menu of emotional well-being and mental health services for children and young people in Harrow.

**RESOLVED:** That the report be noted and that the comments made at the meeting be drawn to the attention of the Cabinet when it considers the Annual Community Safety, Violence, Vulnerability and Exploitation Strategy.

## **226. Street Trading Policy and Charges**

Richard Le Brun, Head of Community and Public Protection, introduced the report explaining the delay in the implementation of a new policy due to operational and enforcement issues which had arisen. It would have been possible for the Council to introduce fees and charges from as early as 2000, but it had waited many years before judging it to be appropriate for Harrow. A number of businesses had become concerned about its impact and there were uncertainties about how to deal with private land on the margins of public highway. The Council were trying to adopt a gradual and practical approach to implementation, working with local businesses to determine appropriate arrangements for particular locations. This involved treating some areas of private land which had been maintained by the Council as public highway for the purposes of street trading. The Council was working with the West London Alliance to try to achieve greater consistency in the charges to businesses and to coordinate licensing schemes across the sub-region. Efforts were made to underline the benefits, including to local businesses, arising from the removal of clutter and obstructions from pavements.

A Member suggested that the Council need to adopt a clearer statement about whether certain types of street trading such as food markets were favoured and would be supported. The enforced reduction of the trading area available to a business could threaten its viability, so it would be important for the Council to consider such factors as shop vacancy rates in particular areas.

The Head of Community and Public Protection confirmed that the Council was monitoring the position in relation to business viability and economic development more broadly. He acknowledged the value of working with ward councillors and local businesses to develop a balanced approach in the relevant areas which considered both commercial needs and the importance of clear highways for pedestrian and vehicle movements. The Council had issued 72 licences to date and there was a phased and considered approach to enforcement involving discussions with business owners before any more formal action was considered. A review would take place later in the year to

include business opinion and gauge the appetite for further street trading licences; depending on the level of interest, it might be possible to reduce fees as the volume increased. The value of food markets was recognised, though it would be important to select the right locations in terms of space and footfall.

In response to a Member's query about developing a package to offer businesses which would include, say, advertising for the street trading activity, the Head of Community and Public Protection advised that the banner and advertising policy was being reviewed and this proposal considered in that context; of course, road safety issues might come into play if advertisements were unsuitably located.

A Member asked about the income expectations for this policy in the Medium Term Financial Strategy (MTFS) and whether that would need to be adjusted in the light of performance to date. The Head of Community and Public Protection advised that, based on the current 11 designated areas were not in themselves sufficient to generate the £200,000 envisaged in the MTFS, but the policy was to be extended into other areas in the Borough. The regular monitoring suggested that the £200,000 would be met, but this could not be guaranteed at this stage, less than three months into the financial year.

In response to a Member's enquiry about enforcement arrangements, the Head of Community and Public Protection advised that there was a range of five fixed-penalty notices but the first step was to persuade businesses to comply before formal action. If there was no response, visits would take place and notices would be issued in the event of further non-compliance. Ultimately, prosecution would be considered and convictions could attract penalties such as fines up to £20,000. There were also powers to remove street trading material except perishable goods.

In response to a Member's query about the position of car washes in relation to street trading, it was explained that this was not clear though the use was not presently classed as street trading. In conjunction with the Planning section, efforts were in hand to address new car washes in terms of planning permission; there were sometimes uncertainties about whether they were businesses in their own right and whether the use was temporary or not.

A Member asked about the proactive and positive promotion of street trading as a business opportunity and making the policy more accessible via the Council website, it was acknowledged that it was currently not easy for businesses to track down relevant information on the website. However, there was a dedicated officer who worked with the Economic Development office and visited businesses premises to discuss opportunities. Council staff were conscious that this was an area of work subject to detailed legislation and regulation, and that businesses would need help navigating. Work was in hand with the Business Improvement District to produce user-friendly guidance for business owners.

A Member referred to the area near the South Harrow Tube station and bus stops on Northolt Road, pointing out that there were ongoing disagreements between pedestrians and businesses using the pavement for street trading.

The Head of Community and Public Protection reported that a minimum 2.5 metres width of pavement had to be safeguarded for pedestrians and businesses could normally only use the pavement up to 1 metre from their premises. Licences were clear about the measurements which applied to the particular location. The Council would conduct inspections and sometimes “days of action” in particular shopping areas, but it was not unusual for certain businesses to return subsequently to using more areas than they should. The Council relied on reports of alleged non-compliance, including from staff such as street cleaners.

A Member suggested that a report on progress be made in 8 months’ time and the Chair asked that this be circulated to all members of the Committee as a monitoring report.

**RESOLVED:** That the report be noted.

## **RECOMMENDED ITEMS**

### **227. Health Visiting Scrutiny Review**

Councillor Janet Mote, the Chair of the Health Visiting Scrutiny Challenge Panel, introduced the report focusing on its recommendations which were partly for the Council and partly for the London North West NHS Trust. The results of the review would be fed into the reprocurement of the service which would be aimed at ages 0-19 in future and would incorporate school nursing services.

In discussion of the report, the following issues were raised:

- a) Language barriers were a problem for the service, leading to misinformation and misinterpretation. Five main languages were covered, but there were still challenges in a borough as diverse as Harrow. The review had even revealed that some health visitors were unaware of the availability of translation services. Also, the issues went beyond language into areas of cultural differences and practices.
- b) The performance data had revealed an unacceptable level of no-shows by the age of two and a half. In the reprocurement exercise, efforts would be made to evaluate the readiness of prospective providers to offer innovative solutions to the performance issues. It was suggested that best practice in other areas be carefully researched and that benchmarks be incorporated in the new contract to incentivise better performance.
- c) The Harrow Youth Parliament representative raised the question of mental health issues for young people, particularly in the teenage years, and also how the review would deal with the caseload problems identified. It was confirmed that the extension of the new service to the age of 19 would provide for mental health of teenagers to be addressed. Mental health issues were also very relevant to mothers and fathers who could suffer from depression and isolation. The

review included recommendations on staffing and caseloads, and these would need to be reflected in the contract specification in future.

**Resolved to RECOMMEND:**

To refer the review's recommendations to Cabinet and to the London North West NHS Trust for consideration, as appropriate.

**RESOLVED:** That

- (1) to endorse the findings and recommendations of the Health Visiting Service Review; and
- (2) to acknowledge that the substantive Cabinet response will be available in September.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.50 pm).

(Signed) COUNCILLOR PHILLIP O'DELL  
Chair

# OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL) MINUTES

## 17 JULY 2017

<b>Chair:</b>	* Councillor Phillip O'Dell	
<b>Councillors:</b>	* Richard Almond * Jo Dooley Ms Pamela Fitzpatrick Barry Kendler	* Barry Macleod-Cullinane (3) * Jerry Miles † Chris Mote * Paul Osborn
<b>Voting Co-opted:</b>	(Voluntary Aided) † Mr N Ransley Reverend P Reece	(Parent Governors) None
<b>Non-voting Co-opted:</b>	* Harrow Youth Parliament Representative	
<b>In attendance (Councillors)</b>	Sachin Shah Adam Swersky	Minute 230 Minute 230

- \* Denotes Member present
- (3) Denotes category of Reserve Member
- † Denotes apologies received

### 228. Attendance by Reserve Members

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

Ordinary Member

Reserve Member

Councillor Ameet Jogia

Councillor Barry Macleod-Cullinane

## **229. Declarations of Interest**

There were no declarations of interest.

## **230. Question and Answer Session with the Leader of the Council and the Chief Executive**

The Chair welcomed the Leader of the Council, the Portfolio Holder for Finance and Commercialisation, the Chief Executive and the Director of Finance to the meeting; he indicated how he would structure questions from the members of the Committee.

A Member referred to his previous complaint about the problems with the meeting notification screens at the Civic Centre. The Chief Executive expressed his own disappointment at the continuing issues, apologised for them and stated that he would personally intervene to resolve the matter.

In response to a Member's query about whether the Concilium companies were subject to the Council's rules in respect of contracts, financial regulations and health and safety, the Leader of the Council, Portfolio Holder for Finance and Commercialisation and the Chief Executive explained that the arrangements had been designed deliberately to give the companies some freedom to operate more flexibly than public authorities. There would inherently be some additional risk involved in this, but those involved were expected to manage this appropriately. The report to Cabinet establishing the arrangements had distinguished between matters which were for the companies to determine and those which were reserved to the Council. The companies had their own Articles of Association which established how they would operate in accordance with company law and normal business standards. The Council, as the sole shareholder, had a role in overseeing the performance of the companies and there were regular monitoring reports for this purpose. The Portfolio Holder for Finance and Commercialisation agreed that this should extend to personally reviewing the arrangements with respect to contracts, financial regulations and health and safety. However, this did not dilute the responsibility of those appointed as Directors of the companies to fulfil their individual duties to operate the companies properly, including fiduciary duties, and to meet all relevant legal requirements and with appropriate safeguards in place. The relevant staff were trained in these responsibilities. It was underlined that these were not simply matters of rules and procedures, but also about the organisational culture of the companies and the people operating them.

The Member expressed concern that given the fact that the Council was ultimately responsible as sole shareholder and that public resources were involved, these arrangements were too loose and could expose the authority to undue risks, including financial loss. He asked whether the Council staff acting as Directors of the companies were indemnified for their decisions in the same way as for Council activities. The Portfolio Holder for Finance and Commercialisation understood that the indemnity arrangements were similar, but he would confirm this.

The Chair asked about progress with those aspects of the Peer Review report which dealt with the engagement between the political groups on the Council. The Leader of the Council confirmed his willingness to work more cooperatively with the Opposition Group, but a sticking point remained their insistence on submitting excessive numbers of questions to Cabinet requiring written answers. He stated that he had arranged briefing meetings with the Leader of the Opposition but these continued to become bogged down in allegations that the Opposition Members were being denied information at appropriate stages. He remained willing to continue these meetings, but it appeared that little progress was being made in the working relationship as a result.

A Member referred to questions which had been presented to Cabinet, but had remained unanswered; he said that 235 had not been answered since February 2017. The Leader of the Council confirmed that if the Opposition were prepared to revert to a reasonable number of questions, such as the 10 to 12 they used to ask, then all of them would be answered.

The Member also complained about late notification to Opposition Members of key projects and initiatives, and reported that some senior officers had stated they had been instructed by leading Members of the Administration that they should not brief Opposition Members; he sought an answer as to whether this was true. The Chief Executive confirmed that all Corporate Directors had been written to and reminded of the fundamental principle that Council staff support all councillors and he personally remained committed to continuing his meetings with shadow Portfolio Holders should they wish to have briefings on key issues. He again reiterated his request that Opposition members let him know if they felt this had not happened. No one to date had contacted him otherwise. The Leader of the Council stated that he had never instructed officers not to brief Opposition Members and would never do so. He cautioned that there were circumstances when it was too early for such briefings and this could have led to misunderstandings. He would underline to Portfolio Holders that briefings for Opposition Members were entirely in order, and indeed should take place, at the appropriate stages. The Member who had asked the question noted that the allegation of instructions given to officers had not been specifically denied.

The Chief Executive referred to a meeting he had had with the Opposition Group when he had discussed the appropriate arrangements for accountability to Members and whilst accepting the principle of public accountability, had explained, in the current financial climate, the resource difficulties in officers having to provide information to answer large numbers of questions to Cabinet. He cited the suggestion at a previous meeting, by the Conservative Group Leader on London Councils, that oral briefings to leading Members of the Opposition Group at shorter portfolio meetings was the most flexible and appropriate mechanism in the circumstances. The Member who had asked the question indicated that many of his Group's questions did not require officer input and were merely for Administration Members to reply to straightforward enquiries about their actions or their views. He also argued that it was often important to have these replies on the public record rather than rely solely on informal and unrecorded briefings.

A Member asked about Harrow Council's role in the response to the Grenfell Tower disaster. The Leader of the Council acknowledged the scale of the tragedy and its severe impact, including the issues of trust raised for local government and other public authorities. He confirmed that there were no Council housing buildings in the Borough higher than four storeys, but there was still a need to be vigilant about fire safety. He was proud that Harrow Council had stepped up to assist in the wake of the tragedy; the Chief Executive was directly involved with Harrow leading on the building control issues related to the tower block itself, but also providing assistance in other areas, such as social worker support. The Leader of the Council read from a letter sent by the Secretary of State for Communities and Local Government earlier in the day which thanked the Council for releasing the Chief Executive to help the recovery programme and for the crucial contribution of his work. The Chief Executive confirmed that the Council had responded to Kensington and Chelsea requesting assistance from colleague London councils as a result of an overwhelming nature of the fire's effect on the local community. Harrow was focusing on making the tower structure safe and stable, and to enable an effective recovery operation and criminal investigation. Work would continue in full consultation with local people during the period in which investigations continued, expected to be to the end of the year. At the appropriate point, the community would be fully involved in discussions about the future of the site, with a memorial park among the early suggestions for the longer-term. The Chief Executive underlined that all involved were acutely aware of, and sensitive to, the impact of the tragedy and its aftermath on trust between communities, elected politicians and public authorities.

Referring to the involvement of the Chief Executive in the work of the London-wide Grenfell response team, another Member linked this to reports from residents about problems with refuse bin collections and argued that there were questions over the effective operational leadership of the Council in the light of the Chief Executive's commitment to the Grenfell project. The Leader of the Council criticised the linking of the two issues; while he acknowledged that there was a need to improve performance on refuse collection, he denied that any conflicting priorities were the cause of the problems.

The Harrow Youth Parliament representative referred to the Redefining Youth Engagement review, arguing that it had failed to meet the stated objectives of involving young people in commissioning services and improving the service. He considered that the dissolution of the Youth Development Team had undermined the engagement of young people, particularly vulnerable ones. His view was that the service had been diminished, particularly through the loss of specialist staff who could work effectively in preventing anti-social behaviour and crime. He suggested that some Cabinet Members shared concerns about the outcomes of the review and he called for an impact assessment of the changes and for the Leader of the Council to intervene in the matter. The Leader of the Council replied by referring to the report which had reviewed the previous arrangements and had proposed reorganisation of the service; the report had found an absence of clear strategy, lack of coordination, underuse of resources, uncertainties over roles and responsibilities, etc. He acknowledged that the review was, in part, to achieve budget savings, but it had also addressed previous deficiencies and made better use of limited resources. The Leader referred to the fact that Ofsted



had included the service in its recent inspection and had concluded that the Council was providing good youth services and as rated in the top 25% of children's services authorities. He underlined that the Council was committed to working with the Harrow Youth Parliament to develop the service. The Chief Executive added that other authorities were also moving towards more integrated services, including whole family approaches with greater focus on education, training and employment for young people.

A Member asked about the declining use of libraries and the impact of budget reductions on this service; he specifically referred to plans for Roxeth Library. The Leader of the Council acknowledged that the nature of the service was changing to reflect users' interests and needs. He commended the new Stanmore Library as an example of a new approach with fewer books and more desk space and facilities for use of IT, eg. USB ports; feedback from users had been positive. It was anticipated that similar changes would be made to Kenton Library following the summer period. In respect of Roxeth Library, the Leader reported that changes were planned as part of the regeneration programme, though the Ministry of Defence's objection to the planning application had affected the plans.

A Member queried the target income in the Medium Term Financial Strategy in relation to progress with commercialisation schemes and asked for the current estimates of how any shortfall would impact on future years' plans. The Portfolio Holder for Finance and Commercialisation acknowledged that it was unlikely the 2016-17 target would be achieved, in part due to the commercial property market becoming more competitive and in part due to delays in the Infinity Project. The Council would review the position at the appropriate stage and might well need to re-phase income projections, not least because some estimates had been made some time ago now. The Chief Executive reported his disappointment at IBM's lack of progress in developing the Infinity project products and related pricing and marketing schedules; this had hampered the promotion of the product across potential clients and would cause budget issues. Similarly, the delay to the regeneration programme would have an impact on the private rented housing initiatives and would lead to budget changes.

A Member asked about the effect of the Government's delays to plans for changes to the business rates regime. The Leader of the Council confirmed the local government sector was generally very concerned over the Government choosing to delay until October any decision on the planned reforms. In London, there had been preparatory work on a regional pilot scheme; while Harrow would want to address certain issues in relation to the position of inner and outer London councils, the Council did wish to see the changes progressed. The Portfolio Holder for Finance and Commercialisation added that the Conservative Chair of the Local Government Association had expressed concern not simply about the business rates issue, but also about the Government's apparent changes to other finance reforms such as the devolution of fund-raising powers to the Mayors of combined authorities.

The Harrow Youth Parliament (HYP) representative referred to the meeting of the Overview and Scrutiny Committee on 27 June 2017 when it had considered the draft Community Safety, Violence, Vulnerability and

Exploitation Strategy for 2017-2020 and had acknowledged the HYP's concerns about the lack of emphasis on prevention. The Leader of the Council agreed that prevention strategies were important and said he would ensure that the Divisional Director, Strategic Commissioning met with HYP representatives to discuss this. However, the Leader also made the point that Harrow was a low-crime area and that it was also important not to fuel any unwarranted fear of crime as that itself could impact people's lives adversely. He had become concerned about the Government's plans to continue with cuts to Police budgets in London when the situation already required Harrow Police officers to be drawn away to help the Metropolitan Police cope with pressures in other parts of London. He had lobbied the Mayor's Office for Policing and Crime and London Councils on the matter and had signed a letter published in the London Evening Standard the previous week.

A Member queried whether the Smart Lettings would become viable by the deadline of March 2018 in the business plan as income streams were behind schedule; in particular, he was concerned about managing the risks and liabilities involved as significant amounts of public money were at stake. The Portfolio Holder for Finance and Commercialisation reported that the Council had set Concilium Business Services Ltd (the private company running the Smart Lettings project) demanding conditions and had underlined that the operations would not continue if income was not delivered. The intention was to allow the company the freedom to operate in a commercial way, but equally, the Council would intervene if required. The Chief Executive confirmed that a loss had been predicted for the first year of operation in any case; the company was about to open its office in the High Street and it was expected that business would start to flow more easily after that. It was still proposed that the position be reviewed in March 2018 when a decision would be made on whether to continue with the initiative.

In response to a Member's query about the worsening deficit in the Housing Revenue Account (HRA), the Portfolio Holder for Finance and Commercialisation explained that the HRA had been impacted by the 1% cut in social rents which had been calculated to have a real terms effect of almost 4% once the operation of the funds had been taken into account. Given that the HRA was ring-fenced, the Council would ensure that the highest priority expenditure, such as on health and safety for tenants, would be safeguarded. The Member who had raised the question pointed out that the reserves would be depleted if the current deficit continued and this could affect the viability of the HRA. The Leader of the Council referred to the recent appointment of a new Director who would be working on options to be brought forward in the next budget round.

A Member asked whether any projected overspend in Children's Services would be covered by adjustments within that department's budget or across the authority. The Leader of the Council replied that the Council would wait until there was a more predictable picture of budget trends before deciding what action to take.

In response to a Member's query about the homelessness situation in the Borough, the Leader of the Council reported that while over 300 families had been housed in temporary accommodation in the previous year, this had been

reduced to about 150 at present. The Council was working with landlords to improve supply and was also purchasing 150 properties to relieve the pressure on expensive temporary accommodation. The financial pressures included the impact of the benefit cap, freezes in tax credits and arrears caused by the switch to Universal Credit.

A Member considered that there were clear signs of the Council losing its grip on budget pressures with gaps appearing and risk increasing. He saw no adequate recovery plan which was likely to restore balance to the budget position and he questioned whether the Council would soon reach a point where the existing budgets were unviable. The Portfolio Holder for Finance and Commercialisation acknowledged that there were genuine budget pressures and that some of the Council's initiatives to generate income, did involve an element of innovation and risk. He referred to the Council's ambitious project to build new homes and argued that this chimed with the Government's agenda for councils to seek new ways of resolving the housing crisis.

A Member raised the question of the continuing failure to ensure new starters carried out the "mandatory" online training in equalities; in fact, performance had worsened from 36% to 25% in the previous year. He understood that some front-line staff would not have ready access to computers at work, but this could not explain the level of underperformance. He suggested that firmer action should be taken with managers who were not implementing this policy for their new staff. The Chief Executive agreed that this situation was not acceptable and he would raise the matter with the Council Leadership Group and Corporate Directors. He would also ask the Divisional Director, Strategic Commissioning to report personally to him on the position and how to resolve it.

A Member referred to two items on the agenda of the Overview and Scrutiny Committee meeting on 27 June 2017 when neither relevant Portfolio Holder had attended to answer questions on the service areas. He reported that this was not uncommon and that it was rare for assistant Portfolio Holders to cover. The Leader of the Council confirmed that he attended scrutiny meetings whenever he was invited and would expect Portfolio Holders to do the same; he stated that he was not sure if invitations to relevant meetings were always sent.

The Chair referred to an estimate by a previous Divisional Director that staff absence was costing the Council over £400,000 per annum and asked what the current costs would be. The Chief Executive confirmed that absence trends were monitored and that managers were encouraged to be proactive in addressing any underlying issues to keep sickness levels down. The approved absence policies provided for meetings with managers to be triggered by thresholds for repeated short-term absences and for longer term absences. When a Member pointed out that a red flag on this indicator had been triggered for three quarters in a row, the Chief Executive accepted that further improvements could be made, but he also acknowledged that there were pressures on staff at present given the context of budget cuts; he underlined that the Council would not improve productivity by moving away from an appropriate work-life balance.

The Harrow Youth Parliament representative referred to a comment from a senior figure within the Council that the HYP should “come into line” with the Council’s proposals for youth services. He considered this to be at odds with the Council’s stated intention to engage young people positively in scrutiny and policy development. The Chief Executive acknowledged the Council had to be democratically accountable to a range of stakeholders, including young people and he cited the present meeting as an example of the most senior figures directly responding to questions from the HYP; he considered that this should also extend to influencing future policy decisions and not just scrutinising them after the event. He invited the HYP representative to report any problem areas to him personally and he would take seriously the resolution of any genuine issues.

A Member asked whether the Council’s “massive increase in borrowing” was on track. The Leader of the Council reported that a review of various financial and commercialisation initiatives was due to take place with a report to the September Cabinet meeting. The Portfolio Holder for Finance and Commercialisation reinforced the need to review any major programme to assess progress and new challenges. The Chief Executive confirmed that due diligence was necessary to ensure such programmes were sustainable and could deliver on objectives; this would include the debt financing arrangements.

The Chair thanked the Leader of the Council, the Portfolio Holder for Finance and Commercialisation, the Chief Executive and the Director of Finance for attending the meeting and answering the Committee’s questions.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.25 pm).

(Signed) COUNCILLOR PHILLIP O'DELL  
Chair

**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE**

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<b>Date of Meeting:</b>	19 September 2017
<b>Subject:</b>	Scrutiny of action plan following Ofsted report on the inspection of services for children in need of protection, looked after children and care leavers January 2017
<b>Responsible Officer:</b>	Chris Spencer, Corporate Director, People Services chris.spencer@harrow.gov.uk 0208 424 1356
<b>Scrutiny Lead Member area:</b>	Cllr Jerry Miles
<b>Exempt:</b>	No
<b>Wards affected:</b>	All

**Enclosures:**

**Appendix 1: Ofsted Report on Harrow published 31.03.17**

[https://reports.ofsted.gov.uk/sites/default/files/documents/local\\_authority\\_reports/harrow/051\\_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf](https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/harrow/051_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf)

**Appendix 2: Harrow Children's Post Inspection Action Plan  
April 2017**

## Section 1 – Summary and Recommendations

Appendix 1 is the attached Ofsted report following the January 2017 statutory Inspection of services for children in need of protection, looked after children and care leavers, with the action plan required within 70 working days. The final OFSTED report was published 31/3/2017 and Appendix 2 is the action plan that was submitted by the Council to OFSTED following receipt of the report and consideration of the 10 recommendations.

### Recommendations:

Overview and Scrutiny is requested to:  
**note and comment on the inspection report and associated action plan, with progress reports on 10 recommendations.**

### Reason: (For recommendations)

- Ofsted is the independent statutory regulator of children's services.
- Addressing the recommendations in the inspection report is not optional, and will be tested in future inspection activity.
- The Local Authority is required to provide an action plan to Ofsted within 70 working days of the published inspection report.

## Section 2 – Report

### Introduction

This statutory inspection of Children's Services supports delivery of the Council's vision: **Working Together to Make a Difference for Harrow**, and the Ambition Plan themes: **Protect the Most Vulnerable and Support Families**.

The related action plan identifies how the report recommendations have been implemented across Children's Services to further support children, young people and their families in Harrow achieve positive life outcomes. The People Services Directorate is ambitious to ensure that good outcomes are embedded across the whole directorate and that future activity is focussed on achieving an outstanding service. As the updated action plan is monitored through the Council Corporate performance process: it is covered in this report under performance

### Background

1. The previous full inspection of children's services was in May 2012, under a different Ofsted framework, with both safeguarding arrangements and services to children looked after judged the Local Authority to be 'Adequate overall', with some elements of Good. It is widely recognised that the current Safeguarding Inspection Framework (SIF) is a tougher and more rigorous test than the previous inspection framework.

2. Statutory inspection of local authority functions is carried out by Ofsted under section 136 of the Education and Inspections Act 2006.

Re-inspection was expected within a 3 year cycle under a revised Ofsted Framework originally introduced in 2013, which was expanded subsequently into a 5 year programme. The current Ofsted inspection Framework uses a grading system of: Inadequate; Requires Improvement; Good; and Outstanding.

The judgement on Harrow Council with an outcome as 'Good' achieved one grade higher than previously, and demonstrates the continuing journey of improvement being achieved.

This outcome places Harrow in the top performance quartile of all local authorities across London and nationally. This outcome was achieved whilst maintaining Harrow's reputation for value for money, as evidenced by local authority comparator data, available through the Chartered Institute of Public Finance and Accountancy (CIPFA), the London Councils Social Care Finance Survey, and indicative 2017/18 benchmarking through Section 251 returns. This data places Harrow as spending lower per child than the average of its statistical neighbours. Children and Young People Services in Harrow really have achieved more with less than most other local authorities, both across London and from a national perspective.

3. The Single Inspection Framework [SIF] inspection considers the following:
  - children who need help and protection, including early help
  - children looked after, including: adoption, fostering, the use of residential care, children who return home, and achieving permanent homes and families for children and young people
  - young people leaving care or preparing to leave care
  - management and leadership
4. During the four week inspection, up to 11 inspectors focused on a wide range of issues:
  - the experiences of children and young people
  - the thresholds for providing help, care and protection to children and young people
  - evaluating the quality and impact of the help, care and protection given to children and young people and families
  - evaluating the quality and impact of the support to young people looked after, and routes out of the care system through adoption, and statutory care leavers provision
  - evaluating the quality and impact of leadership and governance arrangements
  - meeting with children, young people, parents and their carers
  - shadowing social workers in their daily activities
  - observing a wide range of meetings, including child protection conferences and looked after children reviews
5. Inspectors looked closely at the experiences of children and young people who have needed or still need help and/or protection, as well as children

and young people who are looked after and those leaving care as young adults. They tracked in the region of 200 individual cases and spoke with many social work staff, several children and young people, parents/carers, foster carers and adoptive parents and other professionals involved such as Health and Police. They considered how well the local authority knows itself and the difference being made to the life chances of vulnerable children and young people resident in Harrow.

6. The local authority is required to prepare and publish a written statement of the action it intends to take in response to the report. A copy of this statement was sent to Ofsted at [ProtectionOfChildren@ofsted.gov.uk](mailto:ProtectionOfChildren@ofsted.gov.uk) within 70 working days of receiving the final report. [The Education and Inspections Act 2006 (Inspection of Local Authorities) Regulations 2007 [www.legislation.gov.uk/ukSI/2007/462/contents/made](http://www.legislation.gov.uk/ukSI/2007/462/contents/made)]

## Current situation

7. Harrow's short notice full inspection of Children's Service started 16 January 2017 and completed onsite 09 February 2017. The inspection team involved 11 inspectors. Ofsted published their combined Harrow Local Authority and Local Safeguarding Children Board report 31 March 2017.
8. Harrow Local Authority was judged 'Good' overall, with services well matched to the needs of children and young people and their families in Harrow, which effectively reduced risk and improve their life outcomes. Inspectors identified strong and effective leadership having a positive impact on service design, development and delivery. Harrow was judged to know itself well, with a clear understanding of strengths and areas for development.
9. At the time of inspection, Early Support Service transformation was in progress but still at an initial phase, following an extended consultation period. Inspectors acknowledged this and recognised the strong foundations underlying the restructure and relocation to community hubs, while identifying Early Support as a priority for continuing progress.  
  
Early Support implementation continues to be rolled out, and during the inspection an Early Support Project Board was convened to oversee progress towards full operation from September 2017.
10. Inspectors recognised the investment made by the Council in creating additional social work posts to meet increasing demand. As a result, the report judged social work caseloads as manageable, enabling social workers to visit children regularly. Inspectors also recognised the positive impact of Harrow's 'joined-up approach' to recruitment, retention and development and the importance of a sufficient, skilled and stable workforce to drive improvement, with appropriate management time and focus.
11. Commitment to performance management and quality assurance activity was identified across the organisation, which had enabled improvements



to be achieved and sustained. The proposed action plan will further embed strong performance and address areas for development identified thorough the inspection process.

Failure to address these areas for development effectively risks future inspection adverse impact.

## **Legal Implications**

12. Part 8 of the Education and Inspections Act 2006 provides the statutory framework of OFSTED inspections. Section 136 and 137 provide the power for OFSTED to inspect on behalf of the Secretary of State and requires the Chief Inspector to produce a report following such an inspection. Following receipt of the report, the local authority must prepare a written statement of (1) action which they propose to take in light of the report and (2) the period within which they propose to take that action.

## **Financial Implications**

13. The risk of failing an Ofsted inspection is recognised to have considerable financial implications to the council. However, this inspection found all statutory requirements were met in full and the judgement on the Local Authority delivery of children's services was 'Good'. There are no additional implications arising from this inspection, as detailed in the published report.

## **Equalities implications / Public Sector Equality Duty**

14. This report sets out the actions we are taking to secure further improvements, which when achieved will have a positive impact on all residents in Harrow and in particular children and young people.

## **Performance Issues**

15. Following the published inspection report a action plan has been devised and implemented. Activity across all 10 recommendations has been achieved, and is subject of ongoing developmental actions and management oversight.
16. The first recommendation was aimed at ensuring that all children and their family needing an early help assessment and a package of support coordinated by a lead professional were able to receive one. This has been addressed by the Local Authority (LA) in partnership with the Harrow Safeguarding Children Board (HSCB) up-dating and implementing a revised early support pathway following the re-organisation of early support services. The pathway was subject of a comprehensive consultation with partner agencies, and was launched in June 2017. The new approach has dispensed with the Common Assessment Framework (CAF) as a means of assessing young people and their families. Instead a Family Led Needs Analysis (FLNA) or

Youth Led Needs Analysis (YLNA) has been piloted and introduced. This process values families identifying the things that they would want to change in order to be the young person / parent they want to become. When fully embedded, this will mean that families will not be subject of unnecessary assessment processes.

17. The new early support model is a non-statutory service that actively works with young people and their family to reach their goals and aspirations through positive activities, group work and direct work where required. Bespoke programmes which are time limited have been developed from themes identified through contacts via the Multi Agency Safeguarding Hub (MASH). The comprehensive early support offer has been communicated to professionals and families through a range of channels, and take up of services is increasing. Performance management data is under development across 3 case management systems: E-start, Framework I (Mosaic), and the Integrated Youth Support System (IYSS). An Integrated suite of performance management data currently under development will be available from September 2017. Current reach levels across early support hubs (Cedars and Hillview) demonstrate increasing activity, with 2,198 families attending sessions in June 2017 compared to 2,053 in January 2017. It is estimated that year end reach levels will be 9,200 families, which exceeds the previously highest level in 2014 (9,066). This is demonstrating that the reach of early support services is back to the level prior to the 2015 re-organisation, and testament to the success of the new operating model.
18. The second recommendation was aimed at ensuring that decision making within the Multi Agency Safeguarding Hub (MASH) is consistently timely, so that all children who are subject of a referral receive assessment and support in a timely manner. This has been addressed through a review and revision of the performance management framework in Framework I (Mosaic). As a result, daily tracking systems have improved management oversight. The impact has been a sustained improvement in MASH RAG performance April – July 2017. This has also supported the timely delivery of assessment activity in the First Response Team (FRT) with 97% of referrals being completed within 45 days in April-July 2017.
19. The third recommendation was aimed at ensuring that assessments and plans are consistently up to date, reflective of children's views and clear about what is expected of families. This has been addressed through the managers of the Independent Reviewing Officers (IRO's) and Child Protection Chairs (CPC's) focussing through supervision SMART planning. Internal SMART plan training is currently being commissioned to be delivered in the 3<sup>rd</sup> quarter, to include managers in the Children In Need and Children Looked After services. Plans are consistently up-dated following Child Protection Conferences, and Children Looked After Review's. Re-assessment practice is becoming embedded through Child In Need (CIN) Review meetings. Monitoring by IRO's and CPC's, and audit analysis demonstrate that young people are encouraged to contribute to these processes and, satisfaction

levels are high with regard to the quality of social work input, and that young people feel safe where they live.

20. The fourth recommendation was aimed at ensuring that child protection strategy discussions under S47 of the Children Act 1989 involve the full range of relevant agencies, so that the full range of relevant information informs assessment of risk. This recommendation has been addressed by the development in FRT of guidance and clear contact pathways for key agencies in Harrow. This has been adopted in CIN Service for the S47 investigations undertaken on open cases. As a result local data demonstrates that there has been an increase in key agencies participating during S47 investigations. From April – July 2017 there have been 309 S47 investigations. These investigations have been supported by 21 different agency categories, 3,532 occasions. On average 11.4 agencies contribute to a child protection investigation in Harrow.
21. The fifth recommendation was aimed at ensuring that Children Looked After (CLA) receive timely therapeutic support when they need it. This recommendation has been addressed through the commissioning and launch of the Harrow Horizons service in July 2017. Therapeutic services for CLA have also been further strengthened through a Tripartite Funding panel with Education and the Clinical Commissioning Group (CCG), which also considers young people placed out of borough. Specialist nurses for CLA are closely aligned with Children Adolescent Mental Health Service (CAMHS) to track and monitor CLA referrals.
22. The sixth recommendation was aimed at improving the quality of plans when children return to their families, so that there is clarity about what services will be provided, who will provide them, and by when and what they are aimed at achieving. This has been addressed by ensuring that all young people have a final review meeting so that discharge arrangements are considered and in place prior to moving back into the care of their family. During April – July 2017 no formal escalation by an IRO was required following a discharge review meeting. Of the 55 young people that left the care of the local authority during this period, 21 returned into the care of their family. None of the 21 young people have since been subject of a child protection plan, or have returned into care.
23. The seventh recommendation was aimed at ensuring professionals consistently implement actions required between review meetings for children looked after (CLA). This has been addressed by Supervising Social Workers (SSW) and IRO's ensure that foster carers are prepared and supported to participate in CLA review meetings. Social work managers will ensure that agreed actions are progressed between review meetings. A performance management report is currently being refined to capture SSW visiting arrangements, and will be in place by September 2017. The Advocacy service for young people is being re-commissioned (September 2017), and the scope of advocacy has been widened to include care leavers and parents requiring support in CP and CLA cohorts. Review timeliness remains

good, with 98% of reviews held between April – July 2017 being on time, and no formal escalations by IRO's required regarding significant delay in progressing care planning.

24. The eighth recommendation was aimed at ensuring the good support experienced by the vast majority of care leavers is extended to all care leavers, so that their needs are better met. This has been addressed through the timely completion of pathway planning, so that support for emotional well-being, education, employment, training, and accommodation needs is timely. Current outcomes indicate through key performance indicators reported to the Department for Education (DfE) that fewer care leavers in Harrow are not in employment, education or training (NEET) 28.3% compared to a national average of 37.9%. Also, higher numbers of care leavers in Harrow are in suitable accommodation with 95.7% compared to 83% nationally. Performance improvements have been supported through a commissioned service "Prospects" that support employment and training opportunities for care leavers, and extending the reach of the Virtual School for CLA nurse supporting care leavers.
25. The ninth recommendation was aimed at strengthening the quality of learning from audits through better involvement and use of feedback from children and their families. This has been addressed by revising the audit process to include direct feedback from young people and their family. Further action is required to fully embed this in audit practice. However, feedback and analysis themes from young people are included in quarterly analysis e.g. young people report dissatisfaction when they experience a change in social worker. Direct work skills of social workers is planned to be enhanced through the delivery of motivational interview technique and mental health training over the next 2 quarters.
26. The tenth, and final recommendation, was aimed at ensuring that there are improvements in the functioning of overview and scrutiny panel, to ensure that it is more sharply focussed on children and that its work has an impact on improving both services for children and the outcomes they achieve. Comprehensive response has been agreed with significant progress on track as planned. This is being addressed through the Centre for Public Sector Scrutiny (CFPS) which has been commissioned to conduct a review of scrutiny effectiveness in the LA. The review will report in September 2017. The membership of Overview and Scrutiny has recently been refreshed, and the work plan is being aligned to include key issues in Children's Services. Recent examples of how impact of the revised work plan, include scrutiny on budget pressures in relation to CLA placements, and families that have no recourse to public funds (NRPF). The Overview and Scrutiny process is being used to monitor this important OFSTED action plan.

## **Environmental Impact**

27. There are no environmental impact considerations in this report.

## Risk Management Implications

28. Risk included on Directorate risk register? Yes

Separate risk register in place? Yes – included in Corporate Risk Register

Statutory inspections carry considerable reputational and financial risk implications for the Council. As a consequence this has been a significant element of the directorate risk register and senior management priorities.

The outcome of this inspection demonstrates this was a well considered and proportionate response. The future inspection regime under the new ILACS (Inspection of Local Authority Children's Services) will continue to form a significant feature of senior manager risk management attention and corporate support across the whole council.

## Equalities implications

29. Was an Equality Impact Assessment (EIA) carried out? No

A specific EIA was not required in the planning and implementation of a statutory inspection of Children's Services.

This report sets out the actions we are taking to secure further improvements, which when achieved will have a positive impact on all residents in Harrow.

## Council Priorities

30. This statutory inspection of Children's Services and the related action plan support delivery of the Council's vision:

**Working Together to Make a Difference for Harrow**

and meets the Ambition Plan theme:

**Protect the Most Vulnerable and Support Families.**

## Section 3 - Statutory Officer Clearance

Name: ...Jo Frost.....	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 22/8/17		

Name: ...Sarah Wilson.....	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 22/8/17		

<b>Ward Councillors notified:</b>	<b>NO</b>
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## **Section 4 - Contact Details and Background Papers**

**Contact: Paul Hewitt**  
**Divisional Director, Children and Young People Services**  
[Paul.hewitt@harrow.gov.uk](mailto:Paul.hewitt@harrow.gov.uk), 020 8736 6978

### **Background Papers:**

Ofsted Framework and Evaluation Schedule: children in need of help and protection and care leavers and Local Safeguarding Children Boards [Feb 2017]

NOTE: Aug 2016 was the current edition at the inspection.

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/590899/Framework\\_and\\_evaluation\\_schedule\\_-\\_Inspection\\_of\\_local\\_authority\\_children\\_s\\_services.doc](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/590899/Framework_and_evaluation_schedule_-_Inspection_of_local_authority_children_s_services.doc)

# London Borough of Harrow

## Inspection of services for children in need of help and protection, children looked after and care leavers

and

## Review of the effectiveness of the Local Safeguarding Children Board<sup>1</sup>

Inspection dates: 16 January 2017 to 9 February 2017

Report published: 31 March 2017

<b>Children's services in Harrow are good</b>		
<b>1. Children who need help and protection</b>		Requires improvement
<b>2. Children looked after and achieving permanence</b>		Good
	2.1 Adoption performance	Good
	2.2 Experiences and progress of care leavers	Good
<b>3. Leadership, management and governance</b>		Good

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<sup>1</sup> Ofsted produces this report under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006. This report includes the report of the inspection of local authority functions carried out under section 136 of the Education and Inspections Act 2006 and the report of the review of the Local Safeguarding Children Board carried out under the Local Safeguarding Children Boards (Review) Regulations 2013.

## Executive summary

Children in Harrow receive services that are well matched to their needs, reduce risk and improve their outcomes. This is because senior leaders and elected members provide strong and effective leadership, which has a positive impact on the way that services are designed, developed and delivered. The director of children's services, divisional director and chief executive have a clear understanding of both strengths and areas for development. They make good use of performance information and learning from audits to address shortfalls and raise standards, for example in their ongoing focus on improving the functioning of the multi-agency safeguarding hub (MASH). They recognise that greater use of feedback from children is needed to strengthen audits further. The local authority's overview and scrutiny panel lacks sufficient focus on children and is not consistently effective.

Social workers see children regularly. They use good direct work to come to know them well and build relationships of trust with them. This helps to improve the outcomes that children achieve. Social workers are able to do this because they have manageable caseloads. A strong focus on, and investment in, recruiting sufficient social workers makes this possible. This is also having a positive impact on reducing both a reliance on agency staff and the staff turnover. The professional development of social workers is supported by a well-planned and resourced training offer.

When children are referred to the local authority with a presenting risk of significant harm, action is quickly taken to ensure their safety. Thresholds are well understood and consistently applied. When children's level of need is lower, the MASH does not always handle these referrals as quickly as it should. While inspectors did not see any examples of children suffering harm as a result of this, some children do experience delay in receiving further assessment and services. Child protection strategy discussions take place promptly, but do not routinely involve key agencies beyond the police and local authority. There are a number of well-established and effective targeted early-help services to support children in Harrow. However, the number of children with additional needs who could benefit from an assessment and coordinated early-help response and are receiving one are low. The local authority is aware of this. The steps that it has taken to restructure and relocate its early-help services into community hubs, such as youth centres and children's centres, are well considered, but are at too early a stage to have had an impact.

Services for children and young people who go missing and those at risk of sexual exploitation are good and improving. Help and protection is effective and well coordinated for these children and young people. There is an effective structure of both strategic and operational meetings to develop services and track performance, and to monitor and intervene in the cases of individual children. A specialist team, including a child sexual exploitation coordinator, missing person's worker and gang worker, helps to ensure a focused and joined-up service for children. This work, in common with that to tackle female genital mutilation and radicalisation, is well integrated into broader safeguarding work. Disabled children receive a good service that considers their needs and manages transitions to adult services effectively.



Assessments of children's circumstances are almost all completed to a timescale that matches the seriousness and urgency of their needs, and identifies key-risk and protective factors. However, assessments for children in need and those on child protection plans are not always updated to reflect children's current circumstances and some assessments lack sufficient analysis, for example in consideration of culture and ethnicity. This makes it more difficult to ensure that plans reflect children's current circumstances and can be used to drive and measure progress.

Decisions for children to become looked after are made quickly and in their best interests. Children only become looked after when it is absolutely necessary. When legal proceedings are needed to secure their safety, assessments and support to children and their families are good and the progress swift. When the plan is for children to return home, most do so successfully. However, a few experience delay and a lack of clarity in the delivery of services to support their return home.

Children looked after receive a good service from social workers, who have high aspirations for them. Social workers help young children to understand difficult and complicated decisions about their lives, and demonstrate a real commitment to engaging young people who have ongoing high-risk behaviours. Children participate well in their reviews, and this means that plans and decisions are rooted in their wishes and feelings. In a few cases, social workers and independent reviewing officers (IROs) need to be better prepared for reviews and make sure that agreed actions are always tracked between review meetings. The health needs of children looked after, including those living outside the borough, are generally well considered, with very timely initial and review health assessments. However, some children do not receive therapeutic or emotional health services quickly enough.

When children cannot return to their birth families, new permanent homes are found as quickly as possible. Social workers pay close attention to getting this right for older children, disabled children, children from particular ethnic groups, and those with brothers and sisters. Children needing a range of possible alternative permanent families benefit from early parallel planning, careful matching with carers or adopters and good support plans. Adoption work is very strong. Children's arrangements are secure, and placement and adoption breakdowns are rare.

A large majority of care leavers receive good support that helps them to achieve well in their education and career aspirations, and in developing the skills that they need to live independently. Many achieve well and make a successful transition to adulthood. However, for a small minority there are delays in providing the support that they need in key areas, such as their emotional well-being, education, employment and training.

Children looked after and care leavers have a good understanding of their entitlements. They also receive helpful and clear information about advocacy and the independent visitors scheme. Alongside unaccompanied asylum-seeking children, they benefit from an impressive range of creative and innovative participation and engagement opportunities and an active Children in Care Council, 'Beyond limits'.

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## The local authority

### Information about this local authority area<sup>2</sup>

#### Previous Ofsted inspections

- The local authority operates one short-break children's residential home. It was judged to be outstanding at its most recent Ofsted inspection.
- The last inspection of the local authority's safeguarding arrangements was in May 2012. The local authority was judged to be adequate.
- The last inspection of the local authority's services for children looked after was in May 2012. The local authority was judged to be adequate.

#### Local leadership

- The director of children's services (DCS) has been in post since March 2014.
- The DCS is also responsible for adult services and public health services.
- The chief executive has been in post since November 2014.
- The chair of the Local Safeguarding Children Board (LSCB) has been in post since December 2016.

#### Children living in this area

- Approximately 57,000 children and young people under the age of 18 years live in Harrow. This is 23% of the total population in the area.
- Approximately 15% of the local authority's children aged under 16 years are living in low-income families.
- The proportion of children entitled to free school meals:
  - in primary schools is 9% (the national average is 15%)
  - in secondary schools is 12% (the national average is 13%).
- Children and young people from minority ethnic groups account for 69% of all children living in the area, compared with 21% in the country as a whole.
- The largest minority ethnic groups of children and young people in the area are Indian and other Asian.
- The proportion of children and young people with English as an additional language:
  - in primary schools is 66% (the national average is 20%)
  - in secondary schools is 60% (the national average is 16%).

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<sup>2</sup> The local authority was given the opportunity to review this section of the report and has updated it with local unvalidated data where this was available.

- 87% of the school population is classified as belonging to an ethnic group other than White British. The top five most recorded community languages spoken in the borough are English, Gujarati, Tamil, Romanian and Arabic.

### **Child protection in this area**

- At 31 December 2016, 1,753 children had been identified through assessment as being formally in need of a specialist children's service. This is a reduction from 1,827 at 31 March 2016.
- At 31 December 2016, 228 children and young people were the subject of a child protection plan (a rate of 40 per 10,000 children). This is an increase from 195 (34 per 10,000 children) at 31 March 2016.
- At 31 March 2016, six children lived in a privately arranged fostering placement. This is a small increase from a low number at 31 March 2015.
- In the two years before inspection, three serious incident notifications have been submitted to Ofsted and two serious case reviews have been completed.
- No serious case reviews are currently ongoing.

### **Children looked after in this area**

- At 31 December 2016, 200 children were being looked after by the local authority (a rate of 35 per 10,000 children). This is an increase from 180 (32 per 10,000 children) at 31 March 2016. Of this number:
  - 68 (34%) live outside the local authority area
  - 17 live in residential children's homes, all of whom live out of the authority area
  - a very small number live in residential special schools<sup>3</sup> which are out of the authority area
  - 136 live with foster families, of whom 36% live out of the authority area
  - a very small number live with their parents in the authority area
  - 23 children are unaccompanied asylum-seeking children.
- In the past 12 months:
  - there have been nine adoptions
  - 18 children became the subject of special guardianship orders
  - 144 children ceased to be looked after, of whom 6% subsequently returned to be looked after
  - 16 children and young people ceased to be looked after and moved on to independent living

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<sup>3</sup> These are residential special schools that look after children for 295 days or less per year.

- 53 children and young people ceased to be looked after and are now living in houses in multiple occupation. In all cases, providers who specialise in accommodation for young people supply this accommodation, and appropriate on-site or floating support is provided.

## Recommendations

1. Ensure that all children and families who need an early-help assessment and a package of support coordinated by a lead professional are able to receive these.
2. Ensure that decision making within the multi-agency safeguarding hub is consistently timely, so that all children who are the subject of a referral receive assessment and support in a timely manner.
3. Ensure that assessments and plans are consistently up to date, reflective of children's views and clear about what is expected of families.
4. Ensure that strategy discussions involve the full range of relevant agencies, so that the full range of relevant information informs the assessment of risk.
5. Ensure that children looked after receive timely therapeutic support when they need it.
6. Improve the quality of plans when children return to their families from care, so that there is clarity about what services will be provided, who will provide them, by when and what they are aimed at achieving.
7. Ensure that professionals consistently implement actions required between review meetings for children looked after.
8. Ensure that the good support experienced by the vast majority of care leavers is extended to all care leavers, so that their needs are better met.
9. Strengthen the quality of learning from audits through better involvement and use of feedback from children and their families.
10. Improve the functioning of the overview and scrutiny panel to ensure that it is more sharply focused on children and that its work has an impact on improving both services for children and the outcomes that they achieve.

## Summary for children and young people

- Services for children and young people in Harrow are good. Most children and young people have the support that they need when they need it.
- Social workers work hard to make sure that children and young people are safe. They visit children regularly and come to know them well. This helps them to know what type of support will be most helpful. There are plenty of different services that give good support to children and their families to help them to overcome their difficulties.
- There are some parts of the service that could do better. Managers and council leaders recognise this and are determined to improve services for children and families. Overall, they are doing a good job.
- When children are at immediate risk, social workers and other adults, such as police officers and teachers, work together well. They act quickly to protect children.
- Good support is provided to help to keep children and young people safe when they have been at risk of sexual exploitation or going missing, or have become involved with gangs.
- Sometimes, when children need help but are not at immediate risk, they do not have the assessments or help that they need quite as quickly as they could. The council knows this and is working hard to do better.
- Plans about how to make things better for children are not always as clear as they could be. It is important that everybody understands what has to change and what they are expected to do.
- Social workers work hard to find the right place for children to live if they cannot live with their own families. They want children looked after to be happy, to do well at school and to make successful moves into adulthood. They try hard to do this and to make sure that children's experiences of being looked after are positive.
- Foster carers and adopters are very positive about the support that they receive to help to make sure that children and young people are settled in their homes. Social workers pay good attention to things that may help children to settle in, like the religion of foster carers, the languages they speak and how near they live to children's schools.
- Young people leaving care receive a good service. Staff keep in touch with them and provide support to help them to keep healthy and be happy with where they live, and in education, training or a job. There is good support for those young people who choose to go to college or university, and they have practical and financial support to help them to succeed.
- There is a good range of different types of places to live that are available for young people who are ready to leave care. They have good help in learning how to live independently and manage their own lives.

<p><b>The experiences and progress of children who need help and protection</b></p>	<p><b>Requires improvement</b></p>
<p><b>Summary</b></p> <p>When children in Harrow are at risk of significant harm, the local authority acts quickly and effectively to address their needs and reduce risk. The multi-agency safeguarding hub provides an effective single point of contact that transfers child protection concerns promptly to the first response team (FRT) for assessment and intervention. Thresholds are well understood and are consistently applied. The vast majority of strategy discussions are timely, but rarely involve agencies other than the police and children’s social care. This limited involvement from other key agencies, such as health, means that decisions are not always informed by the full range of relevant information available.</p> <p>Children with lower levels of need do not routinely receive such a prompt response. Most decisions to transfer children’s cases to the FRT for a child in need assessment or to early-help services take longer than 24 hours. This means that some children do not have their needs assessed or receive services as quickly as they could. Performance management systems in the multi-agency safeguarding hub do not provide enough information to accurately track the progress of children’s cases to ensure the timeliness of assessments and service provision.</p> <p>There are a number of well-established and effective targeted early-help services to support children in Harrow. However, the number of children with additional needs who could benefit from an assessment and a coordinated early-help response from the local authority and partner agencies, and who are receiving one, are low. At the time of the inspection, a substantial redesign and reorganisation of these services were in the process of implementation, but were at too early a stage to have had an impact.</p> <p>Social workers see children regularly and know them well. Good direct work with children is used to gain an understanding of their wishes and feelings. This is a real strength of the service. This good knowledge of children’s wishes and feelings is not always fully reflected in written assessments. Although assessments identify risk factors and strengths, some lack sufficient depth and analysis, for example in the consideration of culture and ethnicity. Some assessments do not accurately identify all concerns or take enough account of historic factors. Plans, following assessment, are of variable quality. Poorer examples are not always sufficiently specific or clear about the outcomes that they aim to achieve, or about what is expected of families. This makes it more difficult to use plans to drive and measure progress.</p> <p>Work to protect children and young people from the risks associated with going missing, sexual exploitation and related concerns, such as gang affiliation, is good</p>	



and improving. Most children and young people receive a service that is well coordinated between agencies and reduces risk.

## Inspection findings

11. The local authority acts quickly and effectively to protect children when they are at risk of significant harm. The multi-agency safeguarding hub (MASH) provides an effective single point of contact that transfers child protection concerns promptly to the first response team (FRT). This team holds strategy discussions and undertakes child protection enquiries when this is appropriate. Thresholds of need are well understood and consistently applied. However, children with lower levels of need do not always receive such a prompt response. Decisions to transfer children's cases to the FRT for a child in need assessment or to early-help service are appropriate, but most take longer than 24 hours. This means that some children do not have their needs fully assessed or receive services as quickly as they could. Delays in progressing referrals promptly are a long-standing concern identified by the Local Safeguarding Children Board (LSCB) case audits. Progress in improving this deficit is hampered by the existing performance systems in the MASH, as these do not give managers full or timely information to track the progress of children's cases accurately. (Recommendation)
12. Out of office hours, the emergency duty team provides an effective social work service. Timely and well-considered responses by this team ensure that children are kept safe. Effective on-call and management arrangements ensure that additional staffing can quickly be put in place to manage times of increased demand. Good communication with daytime teams ensures that children are quickly linked to services that match their needs.
13. Social workers visit children regularly and know them well. This means that children and their parents can build relationships of trust with social workers. This enables social workers to have a more accurate understanding of children's needs and to focus help appropriately, leading to improved outcomes for most children. Social workers have a strong focus on children, whose wishes and feelings are captured well through good direct work, observation and engagement in the majority of work with families. Children are sometimes taken out of lessons to facilitate direct work, despite feedback from children that they do not like it and that it has a negative impact on their relationships with friends and classmates. While there will be occasions on which this practice is unfortunately unavoidable, as standard practice it is unacceptable.
14. The number of children with additional needs who could benefit from an assessment and coordinated early-help response from the local authority and partner agencies and who are receiving this is low. It is of concern that no partner agencies, such as health organisations or schools, are undertaking the role of lead professional following those common assessment framework assessments that have been completed. Although early intervention workers

are quickly allocated to families and do undertake some good work, most assessments seen by inspectors were poor. Consequently, much early-help work lacks focus or a clear benchmark against which to measure progress. This means that help to some children and their families is not as effective as it could be. (Recommendation)

15. The local authority has carried out a detailed review of early-help services and is aware of these areas for development. At the time of the inspection, a substantial redesign and reorganisation of these services was in the process of implementation. The steps that the local authority has taken to restructure and relocate its early-help services into community hubs, such as youth centres and children's centres, are well considered, but at too early a stage to have had a measurable impact.
16. Although early-help services to children with multiple or more complex additional needs are not consistently well coordinated, the local authority does provide a number of well-established and successfully targeted early-help services. These include a domestic abuse group work programme for victims and their children, direct work with young people who are involved with gangs, and a volunteering scheme which increases young people's skills and confidence and enables them to mentor other young people. These services complement a strong children's centres offer and are leading to improved outcomes for children.
17. The threshold between children who could benefit from early-help services and those who need a statutory social work response is well understood and applied. This is also the case for the threshold between children who are in need and those at risk of significant harm who require a child protection response. However, the rationale for decision making is not always recorded clearly enough, particularly when strategy discussions lead to a decision not to proceed with child protection enquiries. Child protection strategy discussions are timely, but rarely involve agencies other than the police and the local authority. This limited involvement from other key agencies, such as health, means that decisions are not always informed by the full range of relevant information available. (Recommendation)
18. The quality of assessments is not consistently good. Although assessments routinely identify risk factors and strengths, many lack sufficient breadth of consideration and depth of analysis, for example in their consideration of the important role that culture and religion can play in children's sense of identity and belonging. Some do not accurately identify all concerns or take full account of historic factors. Chronologies are not consistently used to understand children's stories and the impact of patterns of risk. Although there is a new chronology template to support improved practice in this area, it is too new to have had an impact on all children's cases. (Recommendation)
19. While social workers have a strong focus on listening to children and understanding their wishes and feelings through strong direct work,

observation and engagement, messages from children do not always inform assessments and plans directly enough. When assessments are commissioned for children recently referred to the local authority, a sharp focus on timeliness is ensuring that almost all assessments are completed to a timescale that matches the seriousness and urgency of their needs. However, assessments for children in need and those on child protection plans are not always updated and so, in some cases, do not reflect children's current circumstances. This, in turn, means that plans do not always reflect their current needs. Plans are not always clear and specific enough. The outcomes that they are aimed at achieving are not always defined clearly enough, nor is it always clear what is expected of families. Most plans do not include contingency arrangements. (Recommendation)

20. Child in need meetings and child protection core groups are almost always held regularly, but discussions in these meetings do not always focus on agreed actions. As a consequence, plans are not used as well as they could be to either drive or measure progress. Good agency attendance at these meetings and social workers' sound knowledge of the families that they are working with help to limit the impact of these areas of weakness and ensure that, for most children, the involvement of the local authority in their lives is leading to improved outcomes.
21. Child protection conferences are well chaired. Although they are child centred and sensitive to families, they keep an appropriate focus on risk. Children have access to support from an advocate to attend these meetings, and inspectors saw evidence of this service being used to good effect. While the local authority has a systemic approach to monitoring children's attendance and engagement in conferences, it recognises that there are some children who are not benefiting from being as involved in their conferences as they could be. Child protection chairs add value, because of their ability to offer independent advice and improve practice. Multi-agency engagement in child protection conferences is a strength. When there has been poor attendance by any particular agency, this has been identified and escalated by chairs, leading to improved attendance.
22. Children in need and subject to child protection plans receive effective help from a range of targeted support services. Multi-agency engagement is strong and services work well together, particularly when responding to the impact on children of domestic abuse, drug and alcohol misuse and parental mental ill health. Pre-birth assessments of babies who may go on to be in need or at risk after they are born are good. This was an area for priority action identified at the time of Ofsted's last inspection, and continued to be an issue of concern identified by the 'Baby F' serious case review published in 2015. A sharpened focus on this work and the introduction of a pre-birth assessment toolkit have supported improved inter-agency communication, particularly with midwifery, and timelier and clearer assessments for these babies. A well-used 'neglect toolkit' has had a similar positive impact on improving the identification of risk when it stems from a chronic pattern of concern.

23. When children are at risk through living in homes where there is domestic abuse, drug or alcohol misuse or parental mental ill health, meetings designed to coordinate support services work well. The multi-agency public protection arrangements and multi-agency risk assessment conferences (MARAC) share information and coordinate services effectively. Good information sharing and engagement in the MARAC process by social workers is successfully reducing the risks to which children are exposed. Discussion between agencies at MARAC achieves tangible improvements to the lives of children who are exposed to domestic abuse.
24. Work to identify and to protect children and young people from the risk of sexual exploitation is good and improving. Most children and young people receive a service that is well coordinated between agencies, identifies the harm that they have suffered or are at risk of suffering and reduces risk. The multi-agency sexual exploitation panel is effective. A risk assessment tool is routinely well used to assess risks when they first come to light, but is not yet consistently used to reassess risk. This means that social workers are not always absolutely clear about how successful the actions taken have been in reducing risk. A specialist team, including a child sexual exploitation coordinator, a missing person's worker and a gangs worker, is important in ensuring a joined-up approach to these closely related areas of risk, and has been central to the improvements that have been achieved in the past six months, particularly with regard to the timeliness of return home interviews.
25. A children at risk meeting, chaired by the divisional director of children and young people services, is used effectively to track the circumstances and progress of those children who are currently missing or who have been missing in the previous week. Strategy meetings are held appropriately when risks escalate. Although over two thirds of children and young people receive a return home interview within 72 hours of being found, this means that nearly a third are waiting too long to have the opportunity for an interview. Copies of return home interviews are included in children's and young people's electronic case files, but the information that they contain is not used consistently enough to inform planning about how to keep them safe or to reduce the likelihood of them going missing again.
26. Effective work is undertaken to identify and track children missing education. An up-to-date list of children missing education is maintained by the children missing education officer. The children missing education policy and procedures provide clear guidance to professionals. Information sharing within the local authority and partners is effective. Staff have a sound overview of the welfare of children who are electively home educated. Good liaison with families and information sharing with schools, families and other services has contributed to a decrease in the number of families who are choosing home education when it may not be in the individual best interests of their children.
27. Disabled children receive a good service in Harrow. Experienced social workers consider the full range of children's needs, whether these relate to disability or

their broader welfare concerns. Transitions to adult services are well managed. When there are child protection concerns, these are addressed promptly and effectively.

28. Social workers in Harrow know their communities well. They make good use of interpreters when this is necessary, and have an understanding of the complex dynamics when there are concerns about abuse or neglect in a particular cultural context. This is apparent in a clear, effective and well-joined-up approach to the issue of female genital mutilation, in links with community resources such as an Asian women's resource centre and in positive work with families who have no recourse to public funds.
29. Work to tackle the risks to children and young people from radicalisation through Harrow's 'Prevent' partnership is well established. Counter-radicalisation work with children and young people is aligned with wider child protection, child in need and early-help work, so that children benefit from a broad consideration of their needs and a joined-up approach to meeting them. Awareness-raising and engagement work has successfully increased the understanding by professionals and the local community. An integrated response to children at risk of radicalisation, gang affiliation, going missing and child sexual exploitation has resulted in a stronger and more effective approach. Harrow's gangs worker operates at both a strategic and operational level, and his work is valued by young people. The carefully designed gangs direct work programme ensures that young people have the opportunity to think about their gang affiliations, to share their worries and fears in a safe environment, and to work towards making choices that will help to keep them safer. Young people value the individualised approach provided by the Harrow gangs worker.

<p><b>The experiences and progress of children looked after and achieving permanence</b></p>	<p><b>Good</b></p>
<p><b>Summary</b></p> <p>When children need to be looked after in Harrow, the response is swift and child centred. Children only become looked after when this is necessary and in their best interests. Social workers visit children looked after regularly, know them well and build strong relationships with them. They have high aspirations for them. Children receive a good service, and timely and effective decisions are made so that they move to permanent homes as quickly as possible. Social workers demonstrate a proactive approach and work hard to secure homes for children with brothers and sisters, older children and disabled children. When legal proceedings are necessary to secure children’s safety, assessments and support to children and their families are timely and appropriate. When the plan is for children to return home, most do so successfully. However, a few children experience delay and a lack of clarity in the delivery of services to support their return home.</p> <p>Good participation and engagement by children means that their views are used well to inform planning and decisions made about their care plans. Reviews are regular and are held within appropriate timescales. Improvements are needed in some children’s reviews, including better organisation and preparation by social workers and independent reviewing officers. Actions are not always progressed quickly enough between review meetings, causing delays in care planning for a few children. An effective and committed children looked after health service is improving health outcomes for children, including significant progress in the timeliness of initial and review health assessments. However, some children do not receive appropriate therapeutic and emotional health support services quickly enough. Children looked after benefit from an impressive range of creative and innovative participation and engagement opportunities, and an active Children in Care Council, ‘Beyond limits’.</p> <p>Children needing a range of alternative permanent families benefit from early parallel planning, careful matching with carers and adopters, and good support plans. Adoption work is very strong. Children’s arrangements are secure, and placement and adoption breakdowns are rare. ‘Together or apart’ assessments are mostly good, but some variation in the depth of analysis and the clarity with which children’s voices are recorded means that they do not always add the value that they could to the decision-making process.</p> <p>A large majority of care leavers receive good support that helps them to achieve well in their education and career aspirations, and in developing the skills that they need to live independently. Many achieve well and make a successful transition to adulthood. However, for a small minority, there are delays in providing support in key areas, such as their emotional well-being, education, employment and training.</p>	

## Inspection findings

30. When children need to be looked after in Harrow, the response is swift and child-centred. When legal proceedings are necessary to secure children's safety, assessments and support to children and their families are timely and appropriate. Permanence, including through return to birth families, is considered at the earliest opportunity. Children are not looked after unnecessarily.
31. The Public Law Outline (PLO) process is used well to ensure that there is no drift or delay in planning for children, either within court proceedings or at the pre-proceedings stage. Regular management oversight and tracking systems help to prevent drift for children needing permanence. When delays are identified, reasons for this are clearly recorded in children's case files, and actions are quickly agreed and implemented to address them. Pre-proceedings letters are of high quality, so families understand exactly what is expected of them. They are encouraged to seek legal advice and are helped to access interpreting and translation support services, when needed. When children do need to be the subject of care proceedings, the local authority ensures that these are completed quickly to avoid delay and uncertainty for children.
32. The majority of children who return home do so successfully, with low numbers of children experiencing a subsequent looked-after episode. Appropriate decisions are made when children do need to become looked after for a second time or when their circumstances change. For some children returning home, there is a delay in the provision of the appropriate support services needed to reduce continued disruption to children's lives. Plans in place to support children who have returned home need to be implemented more quickly. Support for children on the edge of care is not consistently well targeted, coordinated or monitored. The local authority is aware of this deficit, but the plans to improve services through a 'reunification local offer' are at too early a stage to have had an impact on improving practice. (Recommendation)
33. The Children and Family Court Advisory and Support Service and social work teams, including the emergency duty service and independent reviewing officers (IROs), link together at an early stage to share information and consider viable permanence options for children. Strong professional relationships and the sharing of key information about risks to children support effective communication between partners and early identification of children's needs. This continues for children whose journey to permanence is through the PLO process. Low numbers of emergency and urgent care applications are indicative of good planning for children and early anticipation of their needs.
34. There is a strong commitment and expectation in Harrow that children live with their extended family and with their brothers and sisters when it is safe

and appropriate for them to do so. This is demonstrated by the 15% who left care due to special guardianship orders (SGOs) made during 2015–16, ensuring that children achieve early permanence while continuing to live with their families. There is a wide range of service provision and extensive support available to families undergoing SGO assessments. This includes effective use of family group conferences in identifying viable options for where children will live. Direct work with children prepares them well for permanent moves to special guardians, long-term foster carers or adopters.

35. Social workers develop strong, open relationships with children and their families, and have a good understanding of children's individual needs. Cultural heritage is well considered. Social workers know children well and talk about them positively, including those who find engagement difficult and experience challenges in managing their behaviour. Visits to see children are regular, and children are mostly seen alone. Inspectors saw evidence that social workers help young children to understand difficult and complicated decisions about their lives and demonstrate a real commitment to engaging older young people who have ongoing high-risk behaviours. Children told inspectors: 'my social worker is very helpful', 'she tells me what's going on' and 'my social worker helped me to stay with my gran.'
36. Assessments to decide applicants' suitability for fostering roles are almost always comprehensive, with careful analysis of issues relating to their life experiences, ethnicity, faith and values. For a small number of carers, discussion at fostering panel could be more searching about how their personal values may affect them in their fostering role. Supervising social workers visit foster carers regularly and record detailed discussions. Areas for development are explored alongside warm and positive feedback about the difference that carers have made for children. During these visits, fostering social workers explore missing from home incidents and check whether all important meetings and assessments have happened, such as personal education plans (PEPs) and health reviews. This supports children's progress. Foster carers' annual reviews are timely, clear and help them to reflect on their practice and develop their skills.
37. Foster carers told inspectors that, overall, they appreciate the quality of the training and support that they receive, including the advice and involvement of a play therapist. They say that they are well supported by the managers in the fostering service. One foster carer said, 'They definitely make you feel valued' and another 'They recognise that we have a challenging job and stand shoulder to shoulder with us, treating us like fellow professionals.' Some expressed frustration about too many changes in fostering and children's social workers, saying that this is unsettling for them and for the children in their care. They reported that they cannot always get through to social workers on the phone.
38. Children are generally well matched with foster carers, including in relation to cultural and ethnic factors. This is true for both short- and long-term foster



care arrangements. When this is not possible, consideration is given to the emotional impact and risks to children of moving to an alternative home. Decisions are made in children's best interests. Workers are proactive in their approaches to foster carers and, as a result, children with care plans for long-term fostering secure permanence quickly, reducing disruption and enabling them to maintain close relationships with carers.

39. An appropriate range of recruitment activity for foster carers takes place, including high-quality features in local publications with diverse and inclusive images. Despite this, the local authority has not met its own targets for the recruitment of foster carers. Eleven new carers have been approved since April 2016, but this is still seven short of the ambitious target set by the local authority. The local authority commissions placements from a range of independent providers to ensure that, despite this shortfall, it has a sufficient range of placements for children and young people. Short-term placement stability is in line with similar authorities, while long-term stability, although improving, continues to fluctuate and remains a challenge for the local authority. A small number of children continue to experience a high number of moves. For these children, the local authority has taken appropriate steps to find alternative homes that can best meet their highly complex needs. This particular sufficiency challenge is being addressed through a range of provision, both 'in-house' and commissioned through an independent framework agreement across the West London Alliance. A recent rise in the number of children living in foster homes is positive, but has not led to any reduction in the local authority's use of residential children's homes for teenagers with complex needs.
40. Strategy meetings held to plan responses to children and young people who go missing from care, and those who are at risk of sexual exploitation, are timely and are supported by good information sharing from partner agencies. This is helping to keep children and young people safe. The great majority of children receive timely return home interviews. While intelligence gathered is used to inform some children's risk assessments and decisions about where it is safe for them to live, the cumulative impact of repeat incidents is not always well understood or analysed to help to keep children safe. Workers and carers do make consistent attempts to engage with young people so that support plans can be progressed.
41. All children looked after attend registered provision, with a small number in alternative provision or missing education. While the majority of children and young people attend school regularly, a high proportion of children looked after have been persistently absent from school. Although this number has reduced recently, action to return children to education swiftly is not always effective, and a small minority of children continue to remain out of education for too long.
42. Managers have accurately identified the key improvements needed to better support the attainment and progress of children looked after. As a result, the

virtual school is taking steps to improve outcomes for children, and these are beginning to make a difference to them. The virtual school monitors the attendance and progress of children regularly. This enhances the oversight of those who experience disruption to their learning and those at risk of not achieving, including those children who are placed out of the area. This results in targeted actions that better support those children who are at risk of not succeeding. Often the virtual school team acts as an effective advocate for children and young people, and is persistent in offering support to them when they experience problems at school or at home.

43. The virtual school team has made good progress in improving the proportion of children with up-to-date PEPs, and staff have a good understanding of when further improvements are needed. Staff are working hard with schools and social workers to improve the quality of PEPs. However, too many PEPs are not fully completed. When this is the case, important information is missing, such as children's views and details of how the pupil premium grant is being used to address the specific needs of individual children.
44. Children looked after achieve at around the national rate for children looked after at key stages 1 and 2. Historically, attainment at key stage 4 has been comparatively poor, but, as a result of better targeting of practical support to pupils in key stage 4 last year, the attainment of these pupils improved to the national rate for children looked after. Data shows that this year, as a result of improved support, a greater proportion of pupils are on track to achieve well at key stage 4. However, the gap between the attainment of children looked after and their peers remains wide. The good support provided to young people by schools, the virtual school and partners ensures that a high proportion of young people, many of whom have few qualifications, remain in education, employment and training when they complete Year 11 through to Year 13.
45. Children's health needs receive significant oversight and monitoring from the children looked after health service and, as a result, their health outcomes continue to improve. Strong relationships between the service, social work teams and partners, complemented by effective tracking systems, help with effective communication and information sharing. As a consequence, children's health needs are identified quickly, and timescales for initial and review health assessments are improving rapidly. Children's involvement in and feedback of their experience are pivotal to this recent success and have helped to inform improvements to the service. A sharp focus on improving the completion rate of strengths and difficulties questionnaires by children looked after has seen the rate rise from only 41% during 2015–16 to 75% at the end of December 2016. This is positive, although further work is required to meet the 81% average figure for similar local authorities.
46. The health needs of children placed out of the local authority area are actively monitored. The children looked after health nurse challenges any delays effectively to ensure that children receive a timely service. A small number of

children were seen by inspectors to experience delays in receiving timely therapeutic support. Children needing specialist support from the child and adolescent mental health services often have to wait for help. This is also reported by children's foster carers. (Recommendation)

47. Children benefit from an impressive range of creative and innovative participation and engagement opportunities. All children receive information about advocacy, the independent visitors scheme and their entitlements from the children's pledge. Workers show a continuous commitment to attending engagement activities that help to gain children's views and wishes. Workers have high aspirations for children and support them to try new experiences to develop their social, emotional and educational skills. Engagement activity includes unaccompanied asylum-seeking children and those who may not want to be actively involved in Harrow's very active Children in Care Council, 'Beyond limits'. A number of annual activities are arranged specifically to encourage the participation of children living outside of the local authority. The local authority does well in engaging local businesses and sports clubs to provide both work and wider social opportunities for children looked after. For example, the local authority involved Queens Park Rangers football club in a recent football development activity for children looked after.
48. Children benefit from regular, timely reviews, and have an opportunity to meet with their IRO prior to meetings. If children do not attend, their views and wishes are represented in a variety of formats and are used to inform appropriate decisions. When instability or significant changes occur in children's lives, reviews are brought forward to make appropriate changes to their care plans. The IRO service is generally effective in identifying and challenging delays to ensure that children receive the right help. However, foster carers did share some frustrations with inspectors about a lack of consistency. These include some actions not being followed up between reviews, leading to delays in support for children, and that IROs and children's social workers are, on occasion, insufficiently prepared for meetings (Recommendation).
49. Sixteen- and 17-year-olds who are homeless or in danger of homelessness are quickly and accurately assessed to decide whether they should become looked after by the local authority or if it is more appropriate to provide support in other ways. These young people are provided with support and accommodation that meets their needs. Bed and breakfast accommodation is not used, and careful attention is paid to their vulnerabilities.

<p><b>The graded judgement for adoption performance is that it is good</b></p>
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50. In Harrow, all children are considered for adoption when they are unable to live within their birth family. Careful matching and good post-adoption support

have resulted in no children experiencing an adoption breakdown in recent years.

51. A combination of a drop in the number of placement orders being granted and decisions being moved away from adoption has led to a reduction in the number of children leaving care to be adopted, in Harrow. This has fallen from 10 children in 2015–16 to a projected six children being adopted by the end of March 2017. There are currently four children in adoptive families. Harrow has a lower rate of children looked after than similar areas, and fewer children in care aged under 10 years. Decisions which have been changed away from adoption are typically due to the availability of wider family members to care permanently for children. The number of children leaving care for special guardianship arrangements went up to 15% in 2015–16, with a similar rise seen in recent in-year figures. Evidence shows that this resulted in good outcomes for children, and disruptions to special guardianship arrangements are rare in Harrow. Therefore, the current rates of adoption appear appropriate in the context of the wider children looked after population.
52. Children’s journeys to adoption are very timely for almost all children, with performance against national thresholds being well above the average in England. Local in-year data shows a very slight slowing down of performance, but it is still very timely for children. Managers know individual children well and can account for delays in a small number of complex cases.
53. Children’s progress is closely monitored to avoid any unnecessary delay. Regular permanence planning meetings and legal planning meetings are attended by the adoption manager. A tracking manager is partly based with ‘front-door’ social work teams to ensure that all social workers ‘think permanence’ at the earliest opportunity. As a result, early parallel planning is well embedded and is particularly effective in securing adoption for very young children, allowing secure attachments to be made. Early family finding ahead of a placement order being granted means that some children can, at the appropriate point, move quickly to prospective adopters. However, this is slowed down for a few children by avoidable external causes, such as delays in police checks. In a very small number of cases, children’s adoption could have been secured even sooner.
54. Children’s permanence records are of a good standard. Social workers prepare life-story books for children. These give extensive information about their birth family and journey to their new family. Later-life letters are well written, giving young people a sensitive but straightforward account of their life story. However, social workers currently make limited use of learning from research. The profile of children being adopted, although small in number, has become more ethnically diverse than in previous years and there have been recent adoptions of children with disabilities and groups of brothers and sisters. ‘Together or apart’ assessments are mostly of a high standard. Variations in the depth of analysis and the clarity with which children’s voices are recorded

mean that a minority do not add the full value that they could to the decision-making process.

55. Decisions made by the agency decision maker (ADM) are timely and detail a clear rationale for plans for adoption. The combined fostering and adoption panel is constituted of highly experienced and committed individuals who reflect the range and diversity of Harrow's community. Regular feedback to social workers has contributed to improvement in the quality of reports coming to panel. Feedback from adopters who have attended the panel is positive. Adopters value the face-to-face meeting with the panel's medical adviser, because it helps them to understand the current and future health needs of their child. However, links between the ADM and the panel chair have been limited, to date, and managers have already recognised this as an area for improvement.
56. Harrow's partnership arrangement with a voluntary adoption agency (VAA) gives access to a broad range of approved adopters across the country, as well as the national adoption register and local consortia. A diverse range of adopters have been matched to children, including single parents and same-sex couples. Children are carefully matched and many benefit from being adopted by families that reflect their own culture and ethnicity. Prospective adopter records completed by the VAA are very detailed, and reflect a thorough assessment process and clear analysis of the parenting capacity of the applicants.
57. Adopters are positive about their experiences of the assessment process, and preparation days have helped them to relate to their child's experience and the experience of the birth family. They receive detailed information about their child and value the support from social workers. As one said, 'Nothing is too much trouble.'
58. There has been just one foster for adoption placement, to date, in Harrow. However, foster for adoption and concurrent care are discussed with all prospective adopters during assessment and are promoted during preparation. A number of concurrent placements have meant that very young children have a minimal number of placement moves and attach at an early stage to their prospective adopters. Children are well prepared for moving in with their adoptive families. Foster carers are highly skilled in preparing children for adoption, and have completed specialist training.
59. Adoption support plans are sensitive and detailed. Contact arrangements are carefully considered for children moving to adoption, and a letterbox contact coordinator works within the adoption team. When it has been important for children to maintain some direct contact with key people, careful matching has secured adopters who understand and will support this contact.
60. Post-adoption support for families is a strength in Harrow. An experienced adoption team, including a play therapist, provides easy-to-access help when

it is needed. There are strong links with the virtual school, and this results in targeted support for children at risk of exclusion. Therapeutic support is frequently funded through the adoption support fund, with 13 children receiving grants since April 2016, and all applications to date have been successful. In addition, a commissioned service provides bespoke therapeutic work with birth families, adopters and their children. Many Harrow adopters use a variety of support groups provided by the partner VAA, such as groups for same-sex adopters. This means that families benefit from open-ended support through the VAA. As one adopter put it, 'knowing you can come back in one, two or 20 years is key' to choosing to adopt with Harrow.

**The graded judgement about the experience and progress of care leavers is that it is good**

61. Care leavers in Harrow receive good support which helps many to achieve good outcomes. These include making good progress in further and higher education, and living in safe and secure accommodation. They develop their skills to live independently well. However, the good support that the majority of those leaving care receive is not experienced by all. For a small minority, there are delays in receiving the support and help that they need in key areas of their lives, such as support for their education, training and employment, their mental health and in accessing sexual health services.  
(Recommendation)
62. Social workers and social work assistants form positive and productive relationships with care leavers. They encourage them to aim high and achieve their goals. This leads to the good outcomes that the majority achieve. Staff and managers know care leavers well. They understand their needs and circumstances, and see them regularly. This includes those who are at risk of sexual exploitation, are parents themselves or are in custody. In the majority of cases, when care leavers' needs become more acute or their circumstances change, staff increase their contact and take effective action to mitigate the risks that they face, such as the breakdown of their tenancy.
63. When care leavers lose touch with the leaving care team, staff almost always take all reasonable steps to engage with them, including via text, phone, through family and known friends, and by unannounced visits. Care leavers told inspectors that they trust staff, whom they can readily turn to when they need help. One comment, 'he's like family', was typical of the high regard in which staff from the leaving care team are held.
64. Staff plan well to meet care leavers' needs, with many good examples of them receiving effective practical help that supports both their immediate and longer-term needs. Nearly all care leavers have an up-to-date pathway plan.

Typically, plans are clear, focus well on the needs of care leavers and capture their views effectively.

65. Managers and staff have high aspirations for all care leavers, including those who arrive in the United Kingdom as unaccompanied asylum-seeking children. This is reflected in the very good support that they receive with regard to their accommodation, health, education and career aspirations. Many young people who have sought asylum have high aspirations for themselves, such as to become architects, lawyers, chefs or entrepreneurs. With very well-tailored individual support, many are making excellent progress towards these goals. The help that they receive enables them to settle well and engage with the wider community.
66. Managers ensure that there is an appropriate range of accommodation available to care leavers. There are a small number of care leavers who remain with their foster carers when they reach 18 years of age or live in supported lodgings. Most live in semi-independent accommodation. Staff and managers never use bed and breakfast accommodation as an option for care leavers, even in an emergency.
67. Care leavers receive good support from the leaving care team and housing providers to develop the skills that they need to live independently. All those who move into independent accommodation take a two-day course in preparation. Managers and staff make accurate assessments of care leavers' readiness to live independently and provide support accordingly. Such support ranges from such everyday matters, such as advice on managing a budget, up to help in saving for and securing a mortgage. As a result, over the past year all but one care leaver have successfully maintained their tenancy.
68. Care leavers receive good guidance from their social worker, social work assistant and the specialist careers adviser to help them to achieve well in their education. There are a good number of care leavers at university, many of whom are making excellent progress. While at university, care leavers receive additional funding that helps them successfully to complete their studies, for example through payment for accommodation during holiday periods.
69. The number of care leavers who are in education, training or employment is good. Published data for 19- to 21-year-olds shows that a higher proportion of care leavers are in education, training and employment than in similar local authorities and in England overall. More recent local data shows that approximately three quarters of all those supported by the leaving care team have an education, training or employment place, including a small number who are undertaking apprenticeships.
70. Staff provide good, practical assistance to maintain good health. Most care leavers register with their local doctor and dentist, and attend medical appointments that meet their specific health needs. Staff accompany

sometimes quite nervous care leavers to their appointments. Care leavers told inspectors how much they value the practical assistance that they receive. Additional health screening for tuberculosis for asylum-seeking young people meets their health needs well. Managers have recently introduced a health passport that brings together care leavers' health histories so that they are better placed to manage their own health as they gain greater independence.

71. Staff promote care leavers' entitlements effectively through, for example, a regular and very well-attended forum for care leavers and a widely circulated charter that outlines the local authority's commitment to them. As a result, care leavers know whom to turn to should they wish to complain about any aspect of the support that they are receiving. The leaving care team responds effectively when care leavers raise concerns about the help that they are receiving.



<b>Leadership, management and governance</b>	<b>Good</b>
<p><b>Summary</b></p> <p>A strong and energetic senior management team with a sense of direction, robust governance arrangements and clear lines of accountability is having a positive impact on the way in which services are designed, developed and delivered. This is helping children to achieve good outcomes.</p> <p>The local authority knows itself well. Senior leaders have a clear understanding of strengths and areas for development, and are making intelligent use of qualitative and quantitative data to address shortfalls and raise standards. Learning from audits is acted on and the quality of practice is improving. With greater use of feedback from children and families, the impact of audits would be further strengthened.</p> <p>A strong focus on and investment in social worker recruitment are having a positive impact on reducing both a reliance on agency staff and staff turnover. A low level of exit interviews limits the gathering of information in order to develop the recruitment and retention strategy further, and is an area of development in an otherwise thorough approach. Workforce development is a significant priority in Harrow, and social workers’ professional development is supported by a well-planned and resourced offer of training. Investment in staffing has ensured that social workers have manageable caseloads, and this means that they are able to visit children regularly to come to know them and their families well and build relationships of trust. This supports the achievement of improved outcomes for children.</p> <p>The local authority, through its corporate parenting panel, demonstrates a clear commitment to improving the life chances of children looked after. The sufficiency strategy is clear and coherent, with relevant priorities linked to present and future need. Appropriate commissioning arrangements are in place to ensure that there is a range of placements to meet the needs of children looked after.</p> <p>Services for children who go missing and those at risk of sexual exploitation are good and improving. Most receive effective and well-coordinated help and protection. There is an effective structure of both strategic and operational meetings to develop services and track performance, and to monitor and intervene in the cases of individual children. The timeliness of return home interviews has improved significantly, but remains a priority, given that almost a third take over 72 hours to complete.</p>	

The local authority's overview and scrutiny panel is not consistently effective. There is no stand-alone children's scrutiny committee and, while some important issues affecting children's outcomes have been discussed at the scrutiny committee, there is still insufficient focus or challenge on matters affecting children.

## Inspection findings

72. The director of children's services and the divisional director for children and young people's services provide highly visible and strong leadership, with a clear focus on improving the quality of services for local children. Effective communication between senior officers and elected members, combined with clear governance arrangements, ensures that there is a sharp focus on improving outcomes for children. Regular face-to-face meetings between the chief executive, the director of children's services, the lead member and the chair of the Local Safeguarding Children Board (LSCB) facilitate a shared understanding of the key challenges for children's social care. Senior leaders understand the scale of the challenges that they and their staff face, and are realistic about strengths and areas for development, such as the need to implement planned improvements to early-help services and to further improve the timeliness and quality of the multi-agency safeguarding hub (MASH).
73. The role of director of children's services also has a strategic statutory responsibility for adult social care services, children's social care and public health. Although this is a wide span of control, a clear line of sight to frontline practice is maintained. An appropriate statement of assurance has been undertaken to ensure that there is sufficient capacity to fulfil these roles.
74. There is a strong commitment to performance management at all levels of the organisation. Meetings involving elected members, including the leader, senior managers and the LSCB chair, ensure that a determined focus is kept on performance. The business analysis function collects a wide range of relevant up-to-date performance data, helping to create a culture in which performance is seen as everybody's business. This data enables all managers to drill down to individual, team and service performance, and provides a direct line of sight to what is happening at the frontline. Performance monitoring reports are routinely scrutinised, and information is used well to understand causes and identify possible solutions to any areas of poor performance. This grip on performance has enabled a focus on achieving and sustaining improvements in the timeliness of initial health assessments for children looked after and for single assessments, and continues to drive the development of the MASH.
75. The local authority makes good use of external reviews from relevant specialist bodies, such as the Local Government Association. This is reflective of a culture of openness to learning and improvement at all levels throughout

the organisation. A number of such reviews have been commissioned to help to evaluate the effectiveness of current provision. External audits of child sexual exploitation provision have helped to identify gaps, with the recommendations clearly acted upon. An external audit in December 2016 looked at placement provision for children looked after, and has made a number of recommendations to help Harrow to focus further on the sufficiency of placements.

76. Audits are used well to quality assure social work practice and gain an insight into how effectively services are improving the outcomes that children achieve. A clear audit programme, including senior leaders undertaking audits, is in place. Lessons learned from audits are used well to identify and address areas for improvement, including routine individual and team feedback. As part of this programme, observations of social work practice are undertaken to enhance the understanding of the service that children and families receive. The local authority recognises that more needs to be done to involve children and families, including seeking their views as part of the audit programme. However, this remains underdeveloped. (Recommendation)
77. Significant improvements have been made in the provision of services to children missing from home and care, and those at risk of sexual and gang exploitation. Most receive well-coordinated help and protection. Improvements in intelligence sharing, mapping of trends and disruption activity, along with more effective use of the multi-agency sexual exploitation meetings, have helped to keep Harrow children better protected. In particular, effective multi-agency mapping, coupled with proactive use of legislation, has been decisive in keeping some children safe. There is an effective structure of both strategic and operational meetings in place to develop services and track performance, and to monitor and intervene in the cases of individual children. The development of a specialist co-located team, including a child sexual exploitation coordinator, missing persons' worker and gang worker, has ensured a more focused and joined-up service for children.
78. While inspectors saw an improving picture, there is still further work to be done in ensuring the consistent use of the child sexual exploitation risk assessment tool. This is about ensuring that it is always used to assess risk, and is more particularly about ensuring that it is also used to assess how risk has reduced or increased over time and in response to the help provided. While the timeliness of return home interviews has improved significantly as a result of effective performance and contact management, almost a third of children and young people are still having to wait more than 72 hours to be seen.
79. A joined-up approach to recruitment, retention and development is having a positive impact in terms of making Harrow a more attractive place to work. Senior leaders have understood the importance of having a sufficient, skilled and stable workforce in order to drive improvement. They have invested both financially and in management time and focus to achieve this. Substantial

efforts are being made to recruit staff, such as the recruitment of qualified and appropriately experienced overseas workers and investing in the 'Step up' and 'Frontline' programmes. These are showing signs of fruition, with both the dependency on agency staff and the level of staff turnover reducing. A low level of exit interviews hampers the gathering of important information to further develop the social worker recruitment and retention strategy. The local authority's commitment to children's social work in Harrow is seen in the funding of extra social work provision in response to increasing demand in order to keep social work caseloads at a manageable level. This enables social workers to visit children regularly. (Recommendation)

80. The vast majority of social workers spoken to by inspectors were very positive about working for Harrow, and particularly mentioned visible and supportive leadership and management. The pod system of small groups of social workers, each supported by a skilled pod manager, is a strength which social workers almost universally report as supportive and which assists them in delivering a service to vulnerable children and families. Use of a systemic approach to practice is well embedded and adds value, enabling reflection and a holistic approach to the work with families. Most social workers are tenacious in their efforts to engage with children and families, and they speak with genuine warmth and knowledge about the children whom they are helping.
81. Managers pay careful attention to non-casework supervision areas, particularly training and development and workload management. In a small minority of cases, although both supervision and management oversight are regular, social workers do not receive clear enough direction to support fully effective practice with children. The vast majority of social workers have an up-to-date annual appraisal which clearly identifies their achievements and areas for development in the future. Social workers have access to a wide range of training and development opportunities, and are actively encouraged to participate.
82. The local authority's overview and scrutiny panel is not consistently effective. There is no stand-alone children's scrutiny committee and, while some important issues affecting children's outcomes have been discussed at the scrutiny committee, there is still insufficient focus and challenge on matters affecting children. For example, there has been little consideration of the effectiveness of services for children at risk of sexual exploitation. Recognition of the limitations of scrutiny prompted Harrow, in late 2016, to commission an external review focusing on how scrutiny can be better exercised. This review is ongoing, so is too recent to have had an impact. (Recommendation)
83. Elected members of the corporate parenting panel demonstrate a clear commitment to improving the life chances of children looked after. They have oversight of detailed performance information and analysis, with a range of professionals presenting reports. This helps them to clarify, challenge and question activity. Mandatory training enhances their understanding. The

corporate parenting strategy is detailed, and it sets clear priorities and the areas for improvement. There is an appropriate focus on monitoring action completion, but the lack of sufficient outcome information limits the ability to fully understand if completed actions have improved outcomes for children.

84. The Health and Wellbeing Board, chaired by the leader of the council, takes a 'whole life journey' approach to identifying priorities, and this includes a number relevant to the lives of children and young people. This 'high-level' vision is translated into a clear and well-focused commissioning plan by the multi-agency children's commissioning group. Through this group, the local authority, including public health, works closely and effectively with the clinical commissioning group and schools to ensure that there is an appropriate range of commissioned services to meet children's needs. Children and young people are being successfully involved in the design of service specifications and the commissioning process. Active contract management ensures an ongoing focus on the quality of services and, through this, the outcomes achieved by children. Children and young people are well involved in this process, leading to more sharply targeted services, including the development of sexual health services and the recent 'Future in mind' recommissioning of emotional well-being services for children and young people. Effective use of data and contract management is leading to the recommissioning of services, which are producing better outcomes. The cancellation of a previous contract to provide return home interviews led to the creation of a new in-house service, with subsequent improvements in timeliness of completion.
85. The sufficiency strategy 2015–17 is clear and coherent, with relevant priorities linked to present and future need. Appropriate commissioning arrangements are in place to ensure that there is a range of placements to meet the needs of children looked after. Steps are being taken to address gaps, such as the use of positive contracts through the West London Alliance, including innovative recommissioning of the framework for the provision of independent foster placements. The local authority has seen an increasing number of young people placed in private sector residential accommodation in the past year. The quality of such provision is overseen by the access to resources panel, which is chaired by the divisional director, and the use of such accommodation is continually reviewed to ensure that it is meeting need. For some young people, the decision to place outside of Harrow in such accommodation has been on the basis of well-evidenced assessments to address particular issues of risk.
86. The local authority responds to complaints in a well-organised and open way, with an increasing number being resolved at an early stage. When it identifies wider practice concerns, it takes steps to address and improve practice. Overall, numbers of complaints are reducing, and those that are made are being resolved increasingly quickly. However, the local authority's own audits from April to September 2016 show that in over half of children's case files audited there was no evidence of parents, carers or children being given information relating to access to records, complaints or advocacy. This means

that the local authority cannot be certain that it is actively seeking feedback from children and their families or making sure that they are aware of their entitlements.

## The Local Safeguarding Children Board (LSCB)

### The Local Safeguarding Children Board requires improvement

#### Executive summary

The Local Safeguarding Children Board in Harrow fulfils all of its statutory functions, as defined in 'Working together to safeguard children' 2015, and has made considerable progress in work to safeguard vulnerable children. Following the appointment of an experienced and knowledgeable chair, it remains well positioned to enhance the effectiveness and coordination of local safeguarding arrangements further. Key partner agencies are represented, and the board benefits from two highly effective lay members who offer exceptional levels of knowledgeable support and challenge.

The board demonstrates open and candid challenge between board members, and this has been effective in some areas, such as improving safeguarding practice within the multi-agency safeguarding hub. However, the board is insufficiently informed about the quality of all frontline services and practice. As a result of limited performance information supplied by some partner agencies, the board's data set does not fully reflect the range of services responsible for safeguarding children in Harrow, and analysis is limited. This inhibits the board's ability to monitor and understand the overall effectiveness of services and to challenge agencies when they fall short.

The board has coordinated effective multi-agency arrangements for responding to young people at risk of child sexual exploitation at both operational and strategic levels. Some of this area of work is still in development, but overall the arrangements to tackle child sexual exploitation are robust. Some children and young people have benefited from schools providing awareness-raising sessions regarding female genital mutilation, including one primary school.

The board's annual report provides helpful information on a wide range of issues. For example, there is a commentary on the Home Office review in Harrow of gangs and youth violence. This noted the effective operational partnership work, but identified the need for an overarching strategy, now led by the Safer Harrow Partnership.

The influence and participation of children and young people in aiding understanding and informing board priorities and providing ongoing feedback are in their infancy. The board is not yet systematically evaluating the effectiveness of the newly formed early-help services.

The board has a comprehensive range of training events and e-learning courses that have increased the number of practitioners who have received training. The training events include lessons learned from serious case reviews, including a

nationally recognised and highly regarded 'cartoon' account of a young person's experience of living in a neglectful home environment.

## Recommendations

87. Work with the Local Safeguarding Children Board's (LSCB)'s constituent agencies to ensure that the board receives a sufficient breadth and quality of performance information to support rigorous monitoring, analysis and challenge of the full range of safeguarding work with children in Harrow.
88. Strengthen the board's scrutiny of the quality and impact of early-help services.
89. Review the capacity and functioning of the board's sub-groups to ensure that they are all as effective as the best.
90. Engage children and young people more effectively in contributing to and developing the board's work and priorities.
91. Continue work with schools to significantly improve their engagement with the section 11 audit process.
92. Update the LSCB threshold document so that it is fully compliant with statutory guidance, and is as effective a document as it can be to support decision making by those working with children and their families.

## Inspection findings – the Local Safeguarding Children Board

93. Governance arrangements are well established. The newly appointed independent chair of the board intends to retain the existing pattern of regular meetings with the chief executive, director of children's services, leader of the council and lead member, as well as senior managers from partner agencies. The detailed minutes of these meetings evidence that key priorities and issues of concern for children are shared at the most senior level. The chair of the board attends the Health and Wellbeing Board, at which the Local Safeguarding Children Board's (LSCB's) annual report is considered. The chair provides appropriate challenge to partners, ensuring that children's issues are prioritised. The board maintains a challenge log as a record of actions taken on a number of issues. In 2016, there were 15 challenges made. However, as the impact of these challenges is not recorded, it is difficult to assess the effectiveness of the board's challenge to agencies.
94. Key areas of the board's work are appropriately aligned with other relevant boards and multi-agency bodies. Work to prevent child sexual exploitation is



aligned with the Safer Harrow Partnership, and the board works in conjunction with the Harrow Safeguarding Adults Board to promote a 'think family approach' in relation to vulnerable adults. This ensures that the board has a pivotal role in coordinating work across the partnership to raise awareness of important issues. One example is work following a Home Office peer review initiative to end gang and youth violence, which resulted in a Harrow-specific preventative strategy on gangs, knife crime and violence.

95. The newly appointed chair has current, relevant experience. He is also the chair of another LSCB and contributes to work on pan-London LSCB work-streams. Further involvement in and work for a domestic abuse charity and as safeguarding adviser to the diocese of London give him an extensive understanding of board business and priorities. The board is financially sound, but is due to have a reduction in funding in the next budgetary year. The board plans to manage this by reducing the use of external auditors, and has confidence that there is the capacity in the partner organisations to complete more audits in-house. The board's auditing activity has been crucial in identifying practice weaknesses, for example within the multi-agency safeguarding hub (MASH) and in relation to section 47 processes. The board has the agreement of all partners that, in the event of any unforeseen expenses, such as serious case reviews (SCRs), all partners will share the cost.
96. The board has appropriate multi-agency membership and is attended by sufficiently senior officers from a wide variety of relevant agencies. Board members are committed to improving the life chances of children. The two lay members involved at board level contribute very effectively, including one acting as a vice-chair for one of the sub-groups and for the board itself. The relationship between the board and the lead member is strong and effective, despite the lead member being newly appointed.
97. In the past two years, the board has moved forward significantly in its commitment to driving up the standard of safeguarding services provided by partner agencies. The board has had success in raising practice standards, but the extent of this has been hampered by a lack of available performance information from partner agencies and a consequent lack of analysis. This means that the board does not have a full or accurate picture of the differences that agencies are making for children, or of gaps and shortfalls in service delivery. For example, the waiting times for child and adolescent mental health services often are not provided as part of the data set for the board, and the opportunity is missed for this to be an area of challenge to health partners. Weakness in data provision therefore reduces the board's influence on the planning and commissioning of services, as it cannot systematically monitor or evaluate quality. (Recommendation)
98. Data and performance information sharing works better within the board when partners are able to share concerns, develop a shared understanding and take action to improve service provision. For example, the identification of a lack of proactive antenatal and midwifery engagement with vulnerable

pregnant women led to practice changes which now ensure earlier targeted engagement with these mothers. This promotes better support and more effective relationship building with the most vulnerable at the earliest possible stage. The board has worked effectively to influence the staffing provision in the MASH and the location of the police interview suite, in order to support and improve the assessments of all children.

99. Early-help provision has been subject to a series of scrutiny exercises by the board, but as yet has not highlighted effectively the factors that have held back progress. The board has focused on linking the respective priorities of partner agencies, but this has not provided the necessary challenge and focus. The engagement of agencies in the common assessment framework process is weak, with no professionals from any agency other than the local authority currently undertaking the lead professional role with families. The LSCB has not sufficiently challenged partner agencies, such as health and schools, about this shortfall. (Recommendation)
100. The threshold document has been subject to two revisions in the past year following learning from the board's section 47 and MASH audits. It requires further modification, as it lacks sufficient clarity about key service pathways, such as those for children at risk of sexual exploitation, and does not provide guidance about the thresholds for voluntary accommodation or care proceedings, under sections 20 and 31 of the Children Act 1989, as required by statutory guidance. It also contains some language that is unclear or confusing for professionals using the document as a guide to decision making. (Recommendation)
101. The board has been effective in promoting awareness of child sexual exploitation among young people, having supported the delivery of 'Chelsea's Choice' across Harrow to 16 schools. The board has overseen and been influential in ensuring an appropriate local response to the 'Prevent' duty and female genital mutilation. This includes ensuring the provision of training and awareness raising, and supporting some innovative projects such as the 'Pants' video. This initiative is an example of good practice.
102. The LSCB undertakes annual section 11 audits of partners' effectiveness in carrying out their safeguarding responsibilities. These have been jointly completed with a neighbouring authority, enabling efficiencies. All statutory partners complete this audit, but less than 50% of schools do so. There is evidence that more schools are now engaging positively with the board following the setting up of a safeguarding in education termly seminar group, led by the board business manager. The seminar group has addressed such issues as bullying, female genital mutilation and the role of the MASH. To date, 55 out of a possible 60 schools and colleges are reported as attending this group, and teaching staff spoke positively regarding the initiative.
103. The board recognises that its current structure of six sub-groups requires revision. Not all sub-groups have sufficient capacity or the active engagement

of all partners, so cannot fully achieve their planned work. The minutes of some sub-groups do not provide a concise record of activity. This has been recognised. When sub-groups have been working effectively, such as the quality assurance sub-group, there are measurable improvements in practice. The multi-agency audits undertaken are focused on relevant issues of concern, and lead to clear action plans and evidence of improvement, for example the recent audit of services for disabled children. Positively, the practice of this sub-group is that audit activity continues until measurable improvements have been seen in practice. A good example is the audits carried out of the section 47 process, which led to tangible improvements in the quality and impact of practice with children at risk of significant harm. (Recommendation)

104. The child death overview panel (CDOP) is effective in analysing local information on child deaths, identifying patterns and trends. None of the small number of deaths during the past year were linked to safeguarding issues or concerns about professional practice, so were not referred to the board. There are plans in place to improve the CDOP annual report by linking findings to the wider population in order to improve the quality of the information provided. The CDOP has developed and rolled out good awareness-raising programmes linked to the use of baby slings, safer sleeping, smoking cessation and the availability of support for bereaved parents. Harrow has high rates of breastfeeding, and the CDOP challenged the council successfully when there was a proposed plan to cut funding to a successful peer breastfeeding programme.
105. Processes for making decisions about and undertaking SCRs or management reviews are clearly set out in the terms of reference of the SCR sub-group and are well established. This group also monitors and challenges the progress of SCR action plans. The board has been undertaking work relating to three SCRs in the past year, as well as multi-agency learning reviews of children's cases that do not meet the criteria for an SCR. A programme of training sessions ensures that lessons learned are cascaded out by all agencies quickly via e-bulletins, training events, sub-group members and the children's services management team. This sub-group holds agencies to account effectively in implementing recommendations.
106. The quality assurance sub-group is responsible for a wide range of tasks, including analysis of data sets and coordinating the six-monthly multi-agency case audits. These case audits are an effective mechanism for increasing understanding of the quality of frontline practice and identifying areas for improvement. This has enabled the board to identify a number of priorities and put action plans in place to further strengthen practice.
107. The child sexual exploitation sub-group has a wide work programme following the areas identified for improvement by the second child sexual exploitation review in spring 2016. There are some key improvements which the sub-group is progressing, such as awareness-raising activity with staff in sexual

health clinics. Areas for development include evidence of challenge. For example, there is lack of analysis of return home interviews. The return home interviews are frequently a verbatim account of the young person's words, instead of an analysis of the push and pull factors or the cumulative risk of multiple 'missing' episodes.

108. Social workers and foster carers who spoke to inspectors value the multi-agency training provided by the board. Training activity has increased significantly, with 1,702 sessions delivered in 2015–16 against 1,194 in 2014–15. The creation of 60 child sexual exploitation champions, who have been trained to cascade face-to-face courses within partnership agencies, has been effective. This means that all partner agencies are supported to share good practice within their workforce. Some training sessions for local GPs have been specifically designed and led by the general practitioner who sits on the board. All training is evaluated, but the low feedback response on individuals' practice three months after training hampers the evaluation in its effectiveness. Training is responsive to changing need, as it combines learning from the LSCB's own audits and SCRs, as well as nationally published SCRs and research findings, into current training programmes. A small community organisation is commissioned to deliver training to a large number of voluntary and faith organisations. This is ensuring that safeguarding issues are far better understood. An increasing number of the organisations that have attended these sessions have nominated a designated safeguarding lead for their organisation.
109. The board has an accessible and informative website with links to relevant good-quality information about a range of safeguarding issues. A focus group of children looked after was involved in its development and one young person was directly involved in the design. It includes helpful information on SCRs. The LSCB produced an 'outstandingly good' cartoon, in the words of a child living in a family of neglectful and abusive parents. This is used routinely in induction and other training. It has a useful site for young people that includes information on the NSPCC 'Pants' campaign, female genital mutilation, bullying, child sexual exploitation and 'what to do if you are worried'. The website also holds the pan-London LSCB policies and procedures, which the board has adopted.
110. Young people have recently been involved in presenting a session at the board's annual conference, and in a series of positive and effective sessions undertaken with other young people seeking their views on safety in Harrow. However, children and young people are not routinely or sufficiently engaged in the quality assurance and priority-setting work of the board (Recommendation)
111. The LSCB annual report 2015–16 is a comprehensive document. It is detailed as a record of performance, but it is not sufficiently rigorous in its analysis. It has helpful summary key findings and some suggestions on what needs to be focused on in the future. The business plan is linked to the annual report, but

it lacks a sharpness and a framework to measure impact. The business plan priorities are too broad and lack specificity, so cannot be readily achievable or measurable. As a result of this, the business plan is not a sufficiently effective tool for the board to understand whether it is making a positive difference for children and young people. Overall, there is a lack of alignment between the business plan, the challenge log and action plans. These all need to be kept up to date so that board members always have a clear understanding of the board's position, and can measure impact and ensure sufficient challenge.  
(Recommendation)

## **Information about this inspection**

Inspectors have looked closely at the experiences of children and young people who have needed or still need help and/or protection. This also includes children and young people who are looked after and young people who are leaving care and starting their lives as young adults.

Inspectors considered the quality of work and the difference adults make to the lives of children, young people and families. They read case files, watched how professional staff work with families and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition the inspectors have tried to understand what the local authority knows about how well it is performing, how well it is doing and what difference it is making for the people who it is trying to help, protect and look after.

The inspection of the local authority was carried out under section 136 of the Education and Inspections Act 2006.

The review of the Local Safeguarding Children Board was carried out under section 15A of the Children Act 2004.

Ofsted produces this report of the inspection of local authority functions and the review of the local safeguarding children board under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006.

The inspection team consisted of eight of Her Majesty's Inspectors (HMI) and one Social Care Regulatory Inspector from Ofsted.

### **The inspection team**

Lead inspector: Dominic Stevens

Deputy lead inspector: Andy Whippey

Team inspectors: Alison Smale, Julie Knight, Brenda McInerney, Jon Bowman, Stephanie Murray, Linda Bond, Joy Howick

Senior data analyst: Patrick Thomson

Quality assurance manager: Sean Tarpey

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## 2017 London Borough of Harrow OFSTED Single Inspection Framework Action Plan

Report Recommendations	What will be done?	Who will do this and by when?	What will be different?	Progress
<p>1. Ensure that all children and families who need an early-help assessment and a package of support coordinated by a lead professional are able to receive this.</p> <p>73</p>	<p>LA in partnership with key agencies in the Harrow Safeguarding Children Board (HSCB) will fully implement an agreed Early Support Pathway following the re-organisation of Early Support Services.</p>	<p>Head of Service Early Support and Youth Offending.</p> <p>By 30.09.17</p>	<ul style="list-style-type: none"> <li>i) Increase in targeted Early Support (ES) assessments for young people and their families</li> <li>ii) Increase in targeted Early Support packages for young people and their families</li> <li>iii) Suite of performance management data to track and evidence impact of effectiveness of Early Support services.</li> </ul>	<ul style="list-style-type: none"> <li>• All actions on track</li> <li>• Revised Early Support Family Led Needs Assessment (FLNA) implemented June 2017. Practice embedding across ES.</li> <li>• Comprehensive early support offer launched through Hubs and bespoke outreach services. Take up of services improving.</li> <li>• Suite of performance management data under continuing development, tracked through monthly senior</li> </ul>

				management meeting
<p>2. Ensure that decision-making within the MASH is consistently timely, so that all children who are the subject of a referral receive assessment and support in a timely manner.</p>	<p>The performance management system in Multi Agency Safeguarding Hub (MASH) will be revised in order to improve the timeliness of the Section 17 referral pathway to the First Response Team (FRT).</p>	<p>Head of Service Children's Access Service. By 30.09.17</p>	<p>i) Performance management data will demonstrate that targets are achieved and maintained for referral and assessment timeliness</p>	<ul style="list-style-type: none"> <li>• Performance management system revised. MASH RAG performance improved across all RAG status (April-July 2017)</li> <li>• Excellent FRT assessment timescales (97% within 45 days April-July 2017)</li> </ul>
<p>3 Ensure that assessments and plans are consistently up to date, reflective of children's views and clear about what is expected of families.</p>	<p>Young people and their families receiving Section 17 child protection and looked after services will benefit from SMART plans that reflect their changing needs.</p>	<p>Head of Service Children in Need Service. By 30.09.17</p>	<p>i) Data will demonstrate that assessments are updated in line with Children In Need (CIN), Child Protection (CP), &amp; Children Looked After (CLA) Reviews. ii) Monitoring and audit analysis demonstrate that YP views actively contribute to revised assessments and that plans are SMART.</p>	<ul style="list-style-type: none"> <li>• All actions on track</li> <li>• Child Protection and Children Looked After plans consistently updated following conference / review meetings. Re-assessment practice becoming embedded through Child In Need review meetings.</li> <li>• Young people actively encouraged to</li> </ul>

				<p>contribute during assessments. High satisfaction levels reported regarding quality of social work input, and feeling safe where they live.</p>
<p>4. Ensure that strategy discussions involve the full range of relevant agencies, so that the full range of relevant information informs assessment of risk.</p> <p>75</p>	<p>The Local Authority in partnership with key agencies will increase multi-agency participation in child protection strategy discussions and during Section 47 investigations.</p>	<p>Head of Service Children's Access / Head of Service Children in Need Service. By 30.09.17</p>	<p>i) Section 47 strategy discussions will demonstrate improved contribution of relevant agencies, particularly Health.</p>	<ul style="list-style-type: none"> <li>Guidance consistently followed in FRT/CIN regarding consultation within partner agencies during S47 child protection investigations. Data demonstrates comprehensive range of services identified / consulted during S47 child protection investigations (21 agency types contributed 3,532 occasions during 309 S47 undertaken April-July 2017.</li> </ul>

				Averaging 11.4 agencies contributing per investigation)
<p>5. Ensure that children looked after receive timely therapeutic support when they need it.</p>	<p>All Children Looked After will receive appropriate and timely Tier 2/3 therapeutic services in line with their assessed needs.</p>	<p>Divisional Director Children and Young People Service By 30.09.17</p>	<p>i) The LA &amp; Health partners performance data will demonstrate that targets are met and consistently achieved for the provision of therapeutic support and outcomes for CLA.</p>	<ul style="list-style-type: none"> <li>Horizons service targeting support for young people up to the age of 18 launched July 2017. Performance to be tracked through SLA</li> <li>Therapeutic services for Children Looked After (CLA) strengthened tripartite funding panel with Clinical Commissioning Group, including young people placed out of borough. Specialist nurses aligned closely with Children Adolescent Mental Health Service (CAMHS) to track and monitor CLA</li> </ul>

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<p>6. Improve the quality of plans when children return to their families from care, so that there is clarity about what services will be provided, who will provide them, by when and what they are aimed at achieving.</p>	<p>Final CLA Review meetings for young people returning to the care of their parents will confirm the appropriate package of support services and that contingency arrangements are agreed.</p>	<p>Head of Service Children in Need Service / Head of Service Quality Assurance and Service Improvement.</p> <p>By 30.09.17</p>	<p>i) The LA performance data for CLA demonstrates effective delivery of care planning for young people to be reunited with their birth families.</p>	<p>referrals.</p> <ul style="list-style-type: none"> <li>• Final reviews prior to discharge from care consistently delivered without requiring formal escalation by Independent Reviewing Officer</li> <li>• 21 of 55 young leaving care returned to the care of family members. None of the 21 young people have required child protection planning or have returned into the care of the LA (April-July 2017)</li> </ul>
<p>7. Ensure professionals consistently implement actions required between review meetings for children looked after.</p>	<p>Social Workers and Independent Reviewing Officers will ensure that all young people and their carers are prepared and supported to participate in CLA Review Meetings. Social Worker line managers will ensure that agreed actions</p>	<p>Head of Service Quality Assurance and Service Improvement.</p> <p>By 30.09.17</p>	<p>i) Supervising Social Workers will confirm foster carers have been adequately supported to contribute to Review meetings that are effective.</p> <p>ii) Monitoring and Dispute Resolution data demonstrate that care planning decisions are delivered in a timely</p>	<ul style="list-style-type: none"> <li>• All actions on track</li> <li>• Supervising social workers (SSW) continue to support foster carers to participate in review meetings.</li> </ul>

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	<p>are progressed between Review meetings.</p>		<p>manner.</p>	<p>Performance management report for the fostering service is being refined to include SSW visiting arrangements</p> <ul style="list-style-type: none"><li>• Advocacy Service being re-commissioned. Scope of advocacy service extended to include care leavers, and parents requiring advocacy support in CP and CLA cohorts</li><li>• Review timeliness remains good (98% April-July 2017), and no formal escalations required owing to significant delay in progressing care plan made form</li></ul>
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				Independent Reviewing Officers
<p>8. Ensure that the good support experienced by the vast majority of care leavers is extended to all care leavers, so that their needs are better met.</p>	<p>Effective pathway planning will ensure that all care leavers receive timely support for their emotional well-being, education, employment and training.</p>	<p>Head of Service Corporate Parenting. By 30.09.17</p>	<p>i) Data will demonstrate that targets are consistently met for care leavers in relation to their accommodation, education, employment and training status.</p>	<ul style="list-style-type: none"> <li>Children In Need Census 2017 report key performance indicators well above national average for NEET (28.3% compared to 37.9%) and suitable accommodation (95.7% compared to 83%). Pathway planning improving with 88.1% eligible, and 95.3% former relevant having an up to date pathway plan April-July 2017 .</li> <li>Performance improvements supported through commissioned service "Prospects" supporting employment and training,</li> </ul>

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				<p>extending the strategic reach of the Virtual School for CLA, and CLA nurse supporting care leavers.</p>
<p>9. Strengthen the quality of learning from audits through better involvement and use of feedback from children and their families.</p> <p>08</p>	<p>The Local Authority Quality Assurance Framework will be revised to strengthen the voice and participation of young people and their families.</p>	<p>Head of Service Quality Assurance and Service Improvement.</p> <p>By 30.09.17</p>	<p>i) Audit processes will be specifically revised to include feedback from young people and their families.</p> <p>ii) Quality Assurance quarterly reporting will analyse the themes of feedback and participation of YP and their families through audit and review mechanisms.</p>	<ul style="list-style-type: none"> <li>• All actions on track</li> <li>• Audit processes amended to specifically include feedback from young people. Further action required to fully embed in audit practice.</li> <li>• QA reporting continues to analyse themes from young people and families. Further training planned for social workers concerning motivational interviewing technique training and mental health needs of young people.</li> </ul>
			<p>i) Overview &amp; Scrutiny Panel</p>	<ul style="list-style-type: none"> <li>• All actions on</li> </ul>



**10.** Improve the functioning of the overview and scrutiny panel, to ensure that it is more sharply focused on children and that its work has an impact on improving both services for children and the outcomes they achieve.

Overview and Scrutiny Panel activity in LA will ensure there is sufficient focus and challenge on strategic planning and delivery for the children and young people's population of Harrow.

Harrow Council CEO / Harrow Council DCS.

By 31.03.18

agenda items and recommendations demonstrate sufficient focus on the key strategic plans for the children and young people's population in Harrow.

- track
- Centre for Public Sector Scrutiny (CFPS) has been commissioned to conduct a review of scrutiny effectiveness in the LA. Review to report in September 2017.
  - The membership of Overview and Scrutiny has been recently refreshed, and the work plan is being aligned to include key issues in Children's Services e.g. Budget pressures in relation to placements and families that have no recourse to public funds (NRPF).

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**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE**

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<b>Date of Meeting:</b>	19 September 2017
<b>Subject:</b>	Harrow Youth Offending Team - Youth Justice Partnership Plan 2017-2018
<b>Responsible Officer:</b>	Chris Spencer, Corporate Director, Peoples Services.
<b>Scrutiny Lead Member area:</b>	Councillor Jerry Miles  Councillor Janet Mote  Councillor Richard Almond
<b>Exempt:</b>	No
<b>Wards affected:</b>	This is not ward specific.
<b>Enclosures:</b>	<b>Appendix</b> – Youth Justice Partnership Plan 2017–2018

## Section 1 – Summary and Recommendations

This report presents an annual Harrow Youth Justice Plan 2017 - 2018 which sets out how the following 3 outcome indicators would be achieved in Harrow:

- Reducing first time entrants
- Reducing reoffending
- Reducing the use of custody

The Youth Justice Plan provides details of the progress made against agreed outcomes and outlines potential future challenges and priorities.

### **Recommendation:**

The Overview and Scrutiny Committee is invited to consider and comment on the draft Youth Justice Plan 2017-18 (Cabinet will then be requested to consider the Plan in the light of the Committee's comments, and recommend it for approval by full Council).

### **Reason: (for recommendation)**

There is a requirement to ensure a statutory youth justice plan is produced annually by the Council.

## Section 2 – Report

This Youth Justice Plan is produced in compliance with the Crime and Disorder Act 1998, Section 40 which stipulates the following:

It shall be the duty of each local authority, after consultation with the relevant persons and bodies, to formulate and implement for each year a plan (a "youth justice plan") setting out—

- (a) How youth justice services in their area are to be provided and funded; and
- (b) How the Youth Offending Team (YOT) or teams established by them (whether alone or jointly with one or more other local authorities) are to be composed and funded, how they are to operate, and what functions they are to carry out.

The plan also incorporates guidance from the Youth Justice Board (YJB) and must be submitted to the Youth Justice Board for England and Wales and published in accordance with the directions of the Secretary of State.

The Youth Justice Plan highlights the key challenges and priorities for 2017-18 and a detailed Annual Report outlining progress made in 16-17. All statutory partners who make up the YOT board have been consulted including Police, Probation, Health and voluntary sector partners.

## **Background**

The Mayor's Office for Police and Crime (Police and Crime Plan 2017 – 2021) has identified a key priority in keeping children safe and aims to reduce the number of crimes that harm children and young people such as Knife crime, crimes caused by gangs, Sexual Abuse alongside a commitment to tackling serious youth violence whilst enhancing the role of YOT's in doing this.

The Youth Justice Plan is closely aligned with the Violence, Vulnerability & Exploitation (VVE) Strategy; which emphasises the need to reduce serious youth crime; address issues of gangs and exploitation and focus on knife crime. The YOT is central to delivery of the VVE action plan.

The YOT 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 YOT 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.

## **Current situation**

Harrow restructured the service in 2015/16 and now comprises of a fully permanent workforce with closer alignment with the newly redesigned prevention services known as Early Support.

Harrow has seen a reduction in first time entrants as well as a reduction in youth reoffending; however, the use of custody has increased. This demonstrates the significance of a national increase in knife related offences and serious youth violence impacting on the complexity of cases held within the YOT.

The Government's response to the review into the Youth Justice System has now been received and there has remained a commitment to improve services across the criminal justice system. Harrow YOT has considered its services in light of the recommendations which focuses on the need for robust early intervention and preventative services.

There have been no significant changes in the budget allocation to Harrow YOT.

## **Implications of the Recommendation**

The Youth Offending Partnership Youth Justice Plan sets out the resource implications and the staffing establishment, needed to deliver the key outcomes.

The budget for Harrow YOT is resourced by grant funding from the Youth Justice Board, Harrow Council and Statutory Partners. Statutory Partners

have also contributed through the deployment or secondment of key personnel.

The review of Youth Justice Services has taken into account how Criminal Justice Agencies respond in particular to deterring and providing early intervention to prevent further criminalisation of groups such as Black, Asian, Minority Ethnic (BAME) and Children Looked After. This has led to the alignment of the newly redesigned Early Support Youth Offer with Harrow YOT.

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.

### Performance Issues:

The three performance indicators for Youth Offending Teams, set by the Youth Justice Board nationally are:

- Reducing first time entrants
- Reducing reoffending
- Reducing the use of custody

**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).

### Financial Implications

The 2017-18 budget for the Youth Offending Service is shown as follows:

AGENCY	STAFFING COSTS (£)	PAYMENTS IN KIND – REVENUE (£)	OTHER DELEGATED FUNDS (£)	TOTAL (£)
<b>Local Authority</b>	£677,994			£677,994
<b>Police service</b>		£66,231 (x2 FTE Police Officers)		£66,231
<b>National Probation Service</b>		£49,173 (x1 FTE Probation Officer)		£49,173

<b>Health Service</b>		£16,833 (jointly funded CAMHS p/t post)  YJLD worker £60,650 (x1 FTE)		£16,833   £60,650
<b>Police and Crime Commissioner</b>				
<b>YJB Youth Justice Grant (YRO Unpaid work order is included in this grant)</b>	£211,435 (Provisional)			£211,435
<b>Other</b>				
<b>Total</b>	£889,429	£192,887		<b>£1,082,316</b>

Partner contributions have remained the same and demonstrate an ongoing commitment to Harrow YOT.

There are currently no other significant financial implications to note.

### **Environmental Impact**

None

### **Risk Management Implications**

None

### **Equalities implications**

The attached plan contains data on the ethnicity, gender and age profile of youth offenders. It is important to record this data and to analyse the impact of proposals on specific protected groups. An equality impact assessment will be completed in relation to the new plan to identify potential impact on specific groups and if there is any potential negative impact, any mitigating measures.

The results of this assessment will be presented to Cabinet in order to inform a decision on whether to refer the plan to full council for approval.

### **Council Priorities**

The Council's vision:

### **Working Together to Make a Difference for Harrow**

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

### **Section 3 - Statutory Officer Clearance**

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 10/09/2017		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 10/09/2017		

<b>Ward Councillors notified:</b>	<b>NO – relevant to all wards</b>
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### **Section 4 - Contact Details and Background Papers**

**Contact:** Errol Albert, Head of Service, 0208 4241321  
[errol.albert@harrow.gov.uk](mailto:errol.albert@harrow.gov.uk)

**Background Papers:**  
**Appendix – Youth Justice Plan 2017–2018**



# Harrow Youth Offending Partnership

## Youth Justice Plan

**July 2017-2018**

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## Executive Summary

<b>Priority Status</b>	Harrow is no longer a priority YOT which demonstrates the confidence the Youth Justice Board have in the improvements made.
<b>Staffing</b>	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.
<b>Representation at other panels</b>	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.
<b>Strengthening Preventative Services</b>	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.
<b>Review of Youth Justice Services</b>	HYOT continues to deliver and improve services despite a backdrop of national changes and wider government reviews of Youth Justice Services.  <a href="http://www.yjlc.uk/wp-content/uploads/2016/12/Review-of-the-Youth-Justice-System.pdf">http://www.yjlc.uk/wp-content/uploads/2016/12/Review-of-the-Youth-Justice-System.pdf</a>
<b>IT Infrastructure</b>	HYOT has moved to a new database (One) and on 1 <sup>st</sup> July 2017 will go live with Assetplus.
<b>Outcome Indicators</b>  <i><b>NB – All data is retrospective and historical. This is the official measure accounting for appropriate timescales to measure desistance.</b></i>	<p><b>First Time Entrants</b> - 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.</p> <p><b>Reoffending</b> – 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).</p> <p><b>Use of Custody</b> – 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).</p>
<b>Trends</b>	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.
<b>Innovation</b>	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.

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

The Youth Justice Board (YJB) has set three 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, 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 (YOT) 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 YJB, 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 the 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 Dan Burke CEO of 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 YOT 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 recognises to be most beneficial when adopted as a wider Local Authority (LA) approach, this includes consideration being given to protocols with care-homes 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 till 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 1<sup>ST</sup> 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.

## 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.

## 3<sup>rd</sup> 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.

### 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**

	<b>15/16</b>	<b>16/17</b>	<b>Increase / Decrease (%)</b>
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

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 (OOCd) 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 OOCd 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.

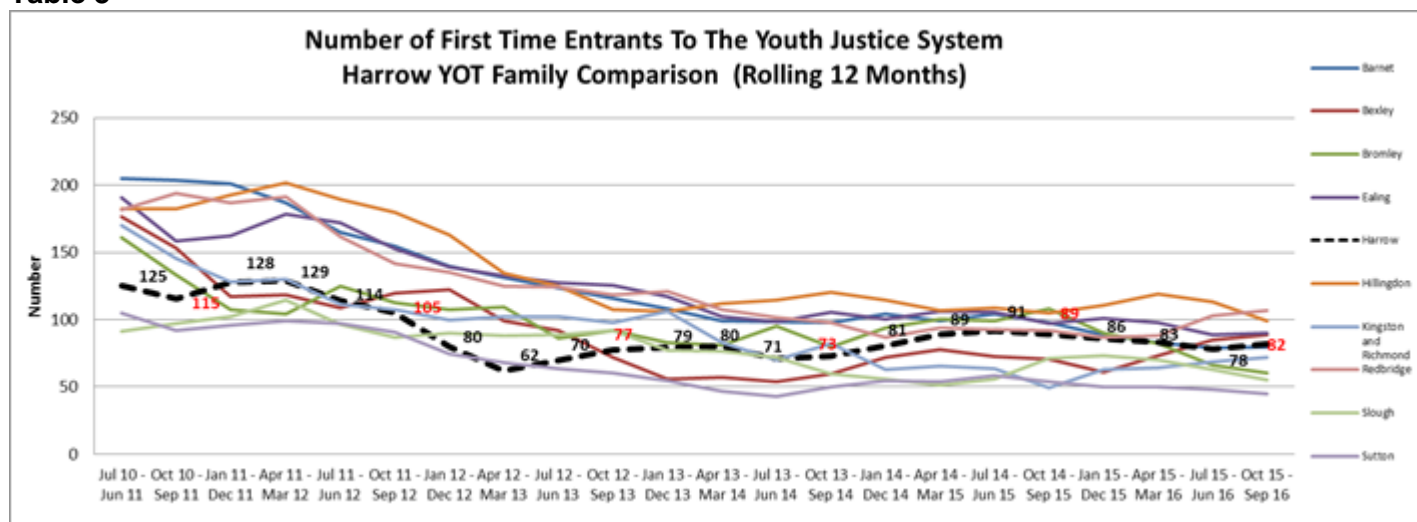
**Table 2**

	Harrow	London	YOT Family	England
<b>FTE PNC rate per 100,000 of 10-17 population</b> <b>**Good performance is typified by a negative percentage</b>				
<b>Oct 15 - Sep 16 (latest period)</b>	<b>349</b>	<b>395</b>	<b>292</b>	<b>334</b>
Oct 14 - Sep 15	379	422	314	380
per cent change from selected baseline	-8.0%	-6.5%	-6.8%	-12.0%
<b>Use of custody rate per 1,000 of 10 -17 population</b> <b>**Good performance is typified by a low rate</b>				
<b>Jan 16 - Dec 16 (latest period)</b>	<b>0.34</b>	<b>0.66</b>	<b>0.30</b>	<b>0.37</b>
Jan 15 - Dec 15	0.26	0.70	0.39	0.43
change from selected baseline	0.09	-0.04	-0.09	-0.07

<b>Reoffending rates after 12 months</b>				
<b>Reoffences Per Reoffender Apr 14 - Mar 15 cohort (latest period)</b>	<b>2.88</b>	<b>3.15</b>	<b>2.88</b>	<b>3.27</b>
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%
<b>Frequency rate - Apr 14 to Mar 15 cohort (latest period)</b>				
<b>Frequency rate - Apr 14 to Mar 15 cohort (latest period)</b>	<b>1.14</b>	<b>1.36</b>	<b>1.22</b>	<b>1.23</b>
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%
<b>Binary rate - Apr 14 to Mar 15 cohort (latest period)</b>				
<b>Binary rate - Apr 14 to Mar 15 cohort (latest period)</b>	<b>39.4%</b>	<b>43.3%</b>	<b>42.4%</b>	<b>37.7%</b>
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**

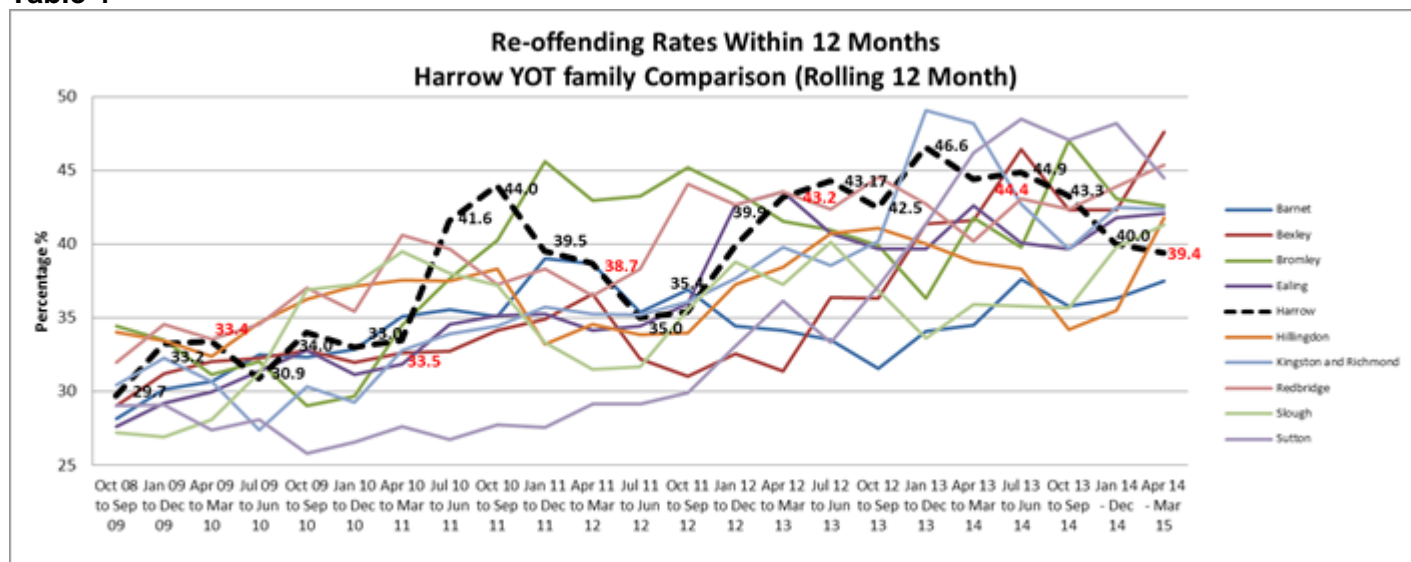


Between 2010/11 and 2013/14 there had been a steady year on year decrease in the number of first time entrants to the criminal justice system in Harrow, which is reflective of national and statistical neighbour trends.

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%).

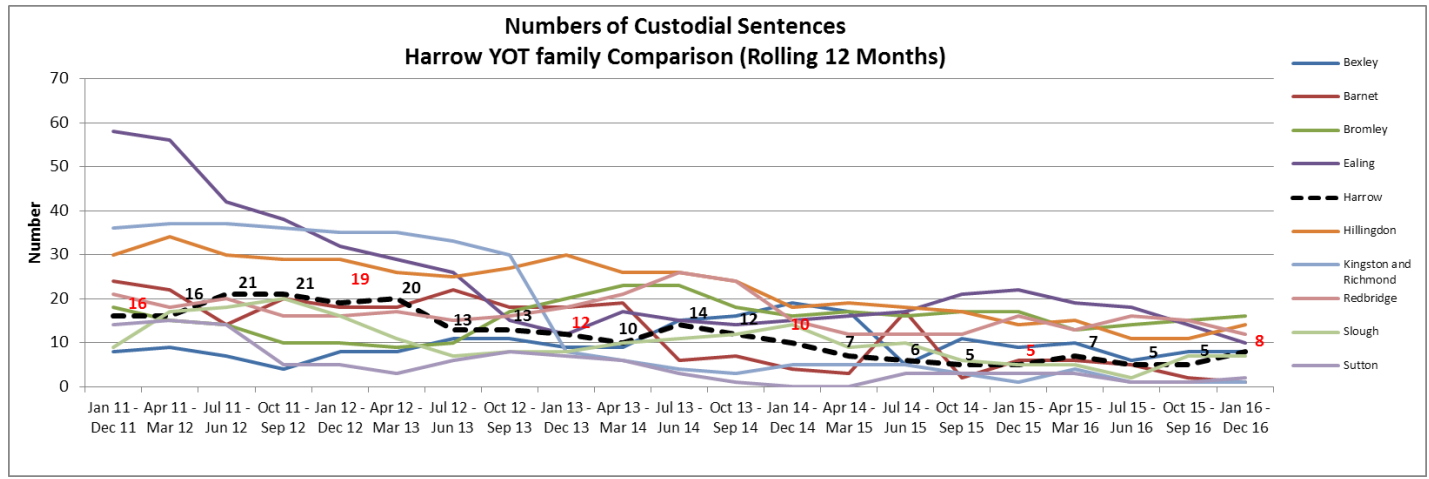
Harrow's most recent re-offending rate of 39.4% accounts for 52 re-offenders from a cohort of 132. This compares to last year's figure of 72 re-offenders from a cohort of 160 (Apr 13 - Mar 14). The last 4 quarters are showing a steady decrease in both the size of the cohort and the numbers of re-offenders.

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.*

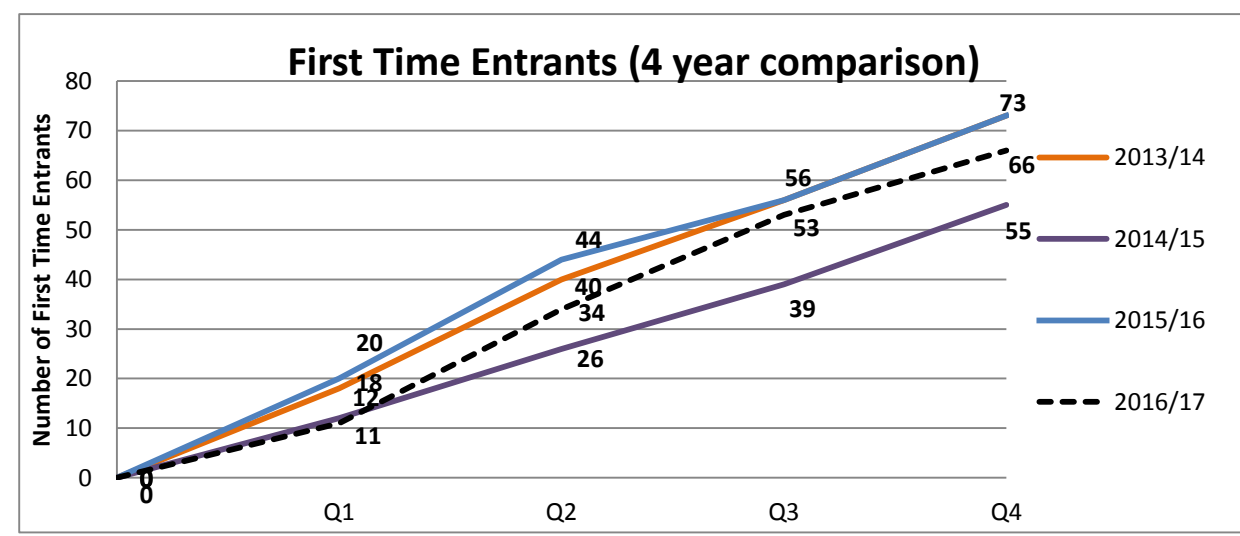
**LOCAL DATA**

**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 triage 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 (OOCB)

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 OOCB 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 OOCB 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/OOCB/ 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**

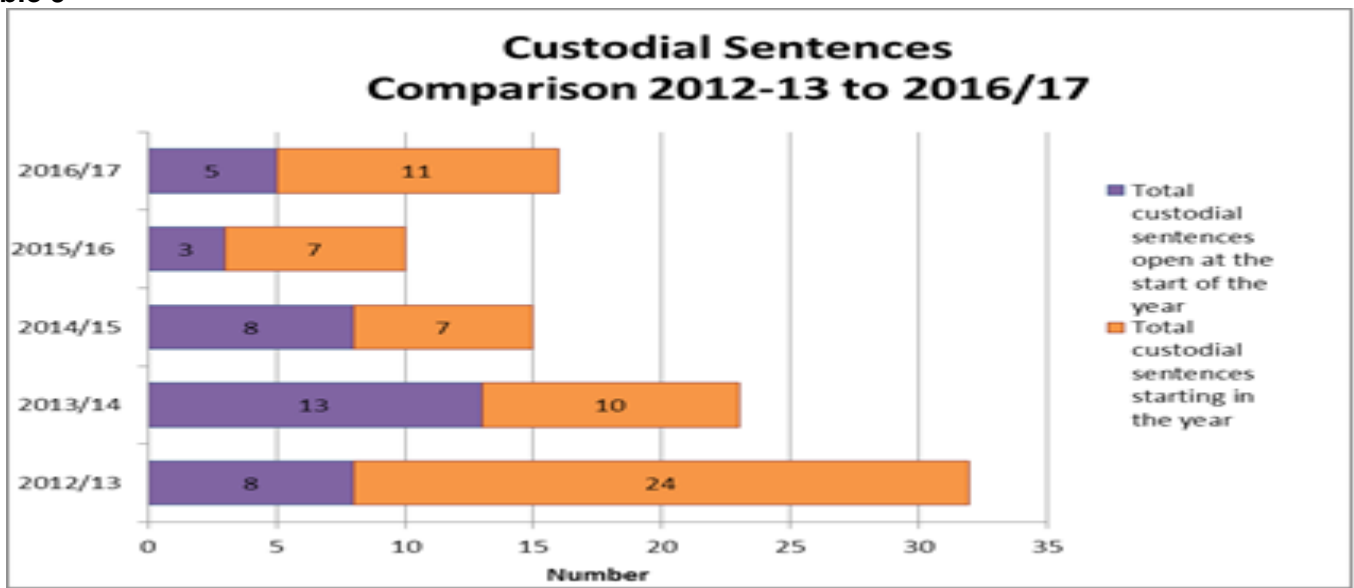
*The above demonstrates decisions regarding out of court disposals are commensurate to the offence category, where more serious offences are considered FTE's.*

**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).

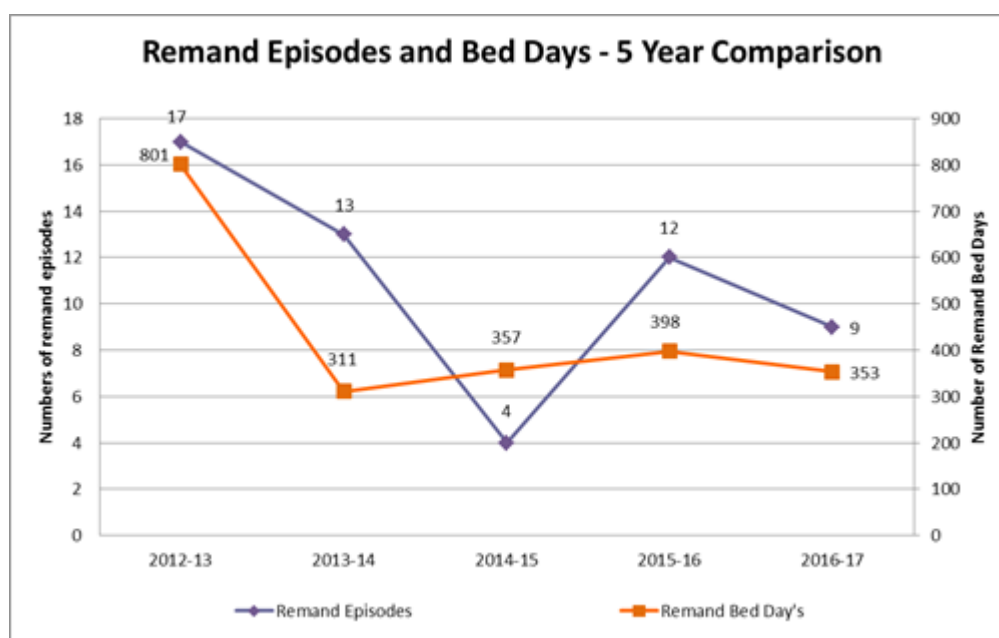
At the start of 2016/17 Harrow had 5 young people on custodial sentences, there have been a further 11 new custodial sentence and at the end of March 2017 there were 5 young people in custody and 3 young people on a post custodial licence.

### 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 (31<sup>st</sup> 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 31<sup>st</sup> 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 (31<sup>st</sup> 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 on 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.

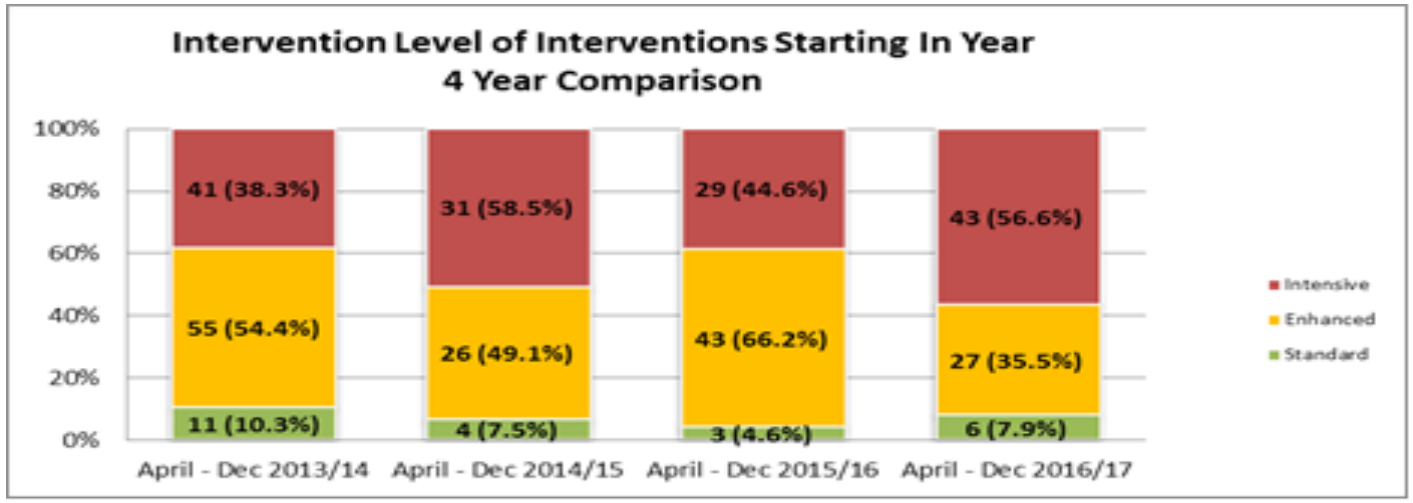
**Table 13**

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

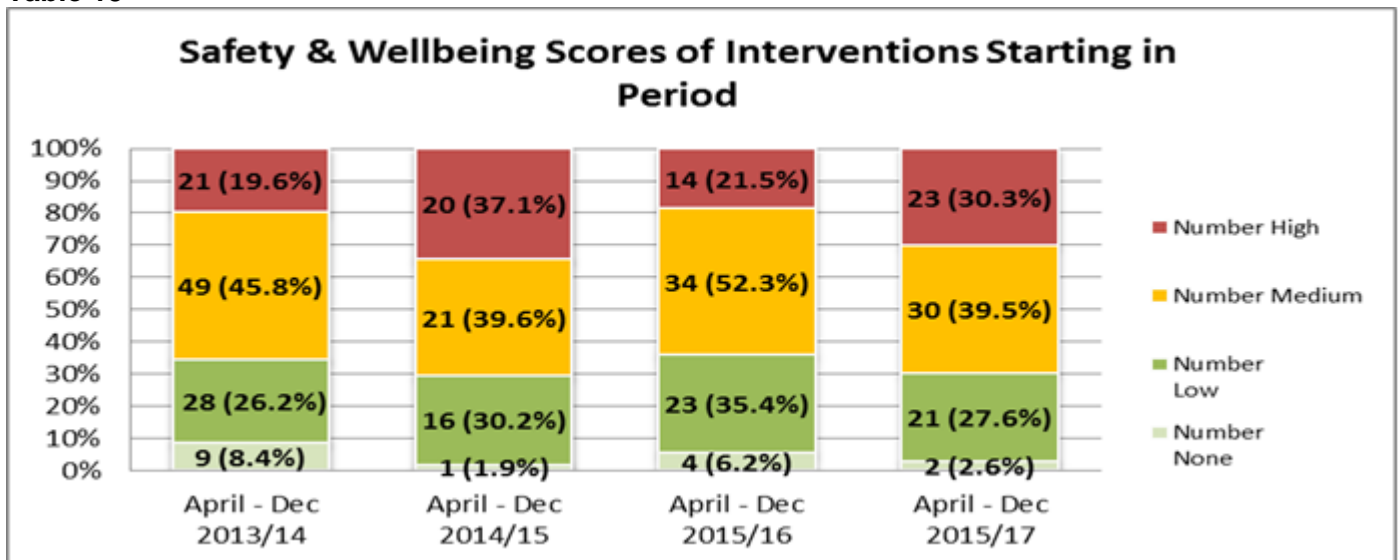
In 2016/17 there has been a slight decrease in the number of interventions starting in the year (78) compared to the previous year (82). The graphs below show the assessed levels of intensity at the start of the intervention. (Assessed levels of intensity determine the minimum number of contacts a young 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**



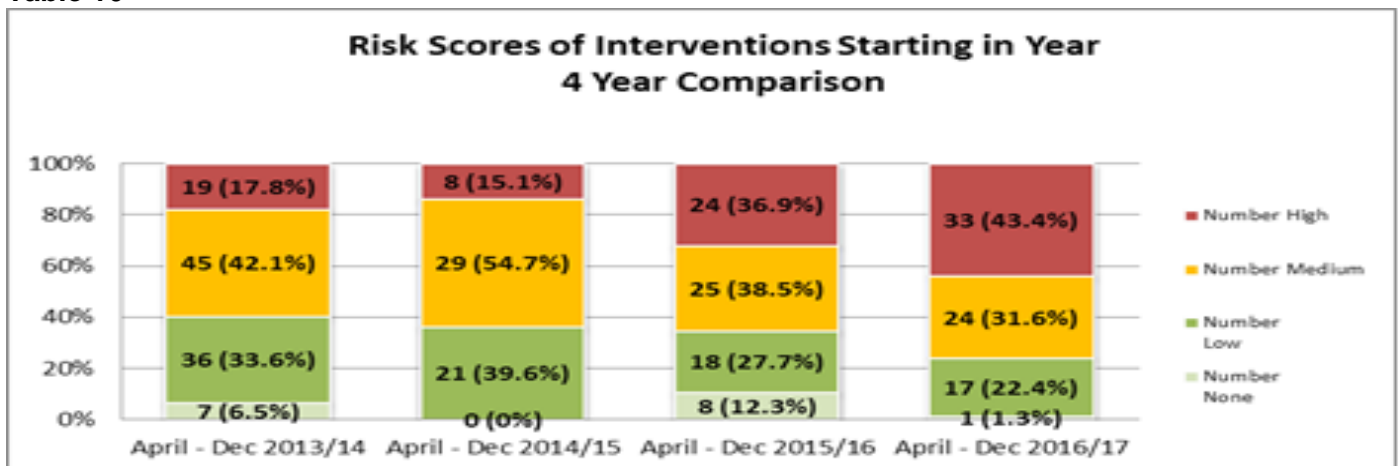
In addition assessed levels of Safety and Wellbeing have shown a notable increase in those assessed as having very high/high vulnerability with 23 (30.3%) of cases having high/very high vulnerability in 2016/17 compared to 14 (21.5%) in 2015/16. There is also a decrease in the numbers having low vulnerability 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 vulnerability 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.

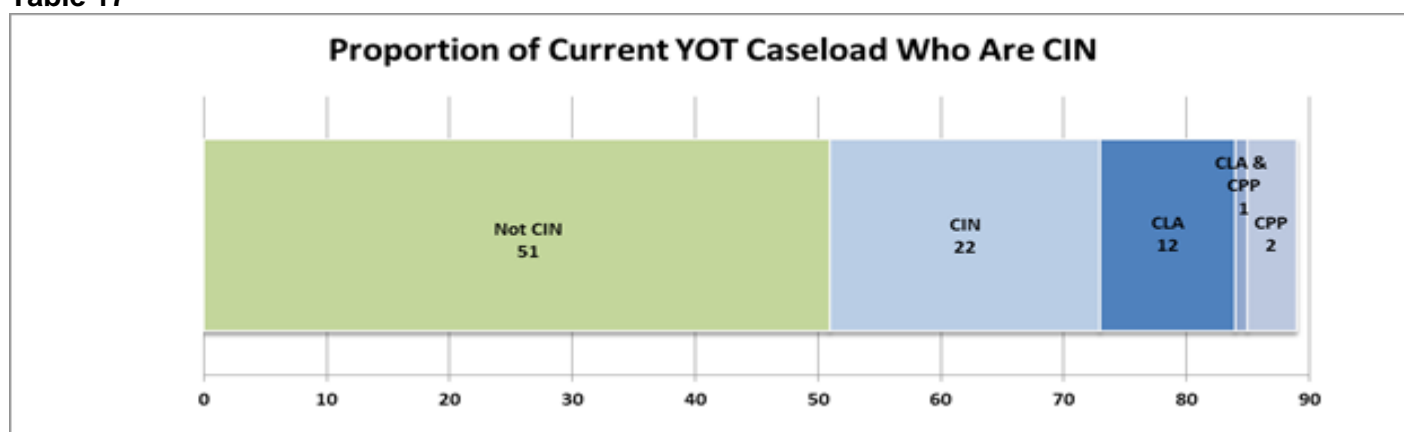
There was also a considerable increase in the number of referrals made from YOT to Multi Agency Safeguarding Hub (MASH) demonstrating an increased understanding of welfare based issues and again supporting the evidence suggesting an increase in complexity of cases being received. Data from 15-16 shows 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 1<sup>st</sup> 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**

<b>Name</b>	<b>Role and organisation</b>	<b>Contact Details</b>
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.g si.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	<a href="mailto:Mellina.Williamson-Taylor@harrow.gov.uk">Mellina.Williamson- Taylor@harrow.gov.uk</a>
Nomination awaited	Chief Executive Officer  Ignite Trust – Voluntary Sector	

### Appendix 3 – Finance Table

<b>AGENCY</b>	<b>STAFFING COSTS (£)</b>	<b>PAYMENTS IN KIND – REVENUE (£)</b>	<b>OTHER DELEGATED FUNDS (£)</b>	<b>TOTAL (£)</b>
<b>Local Authority</b>	£677,994			£677,994
<b>Police service</b>		£66,231 (x2 FTE Police Officers)		£66,231
<b>National Probation Service</b>		£49,173 (x1 FTE Probation Officer)		£49,173
<b>Health Service</b>		£16,833 (jointly funded CAMHS p/t post)  YJLD worker £60,650 (x1 FTE)		£16,833  £60,650
<b>Police and Crime Commissioner</b>				
<b>YJB Youth Justice Grant (YRO Unpaid work order is included in this grant)</b>	£211,435 (Provisional)			£211,435
<b>Other</b>				
<b>Total</b>	<b>£889,429</b>	<b>£192,887</b>		<b>£1,082,316</b>

#### **Appendix 4 – Staffing structure and breakdown**

<b>Position</b>	<b>Permanency/Agency</b>	<b>Gender</b>	<b>Ethnicity</b>
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

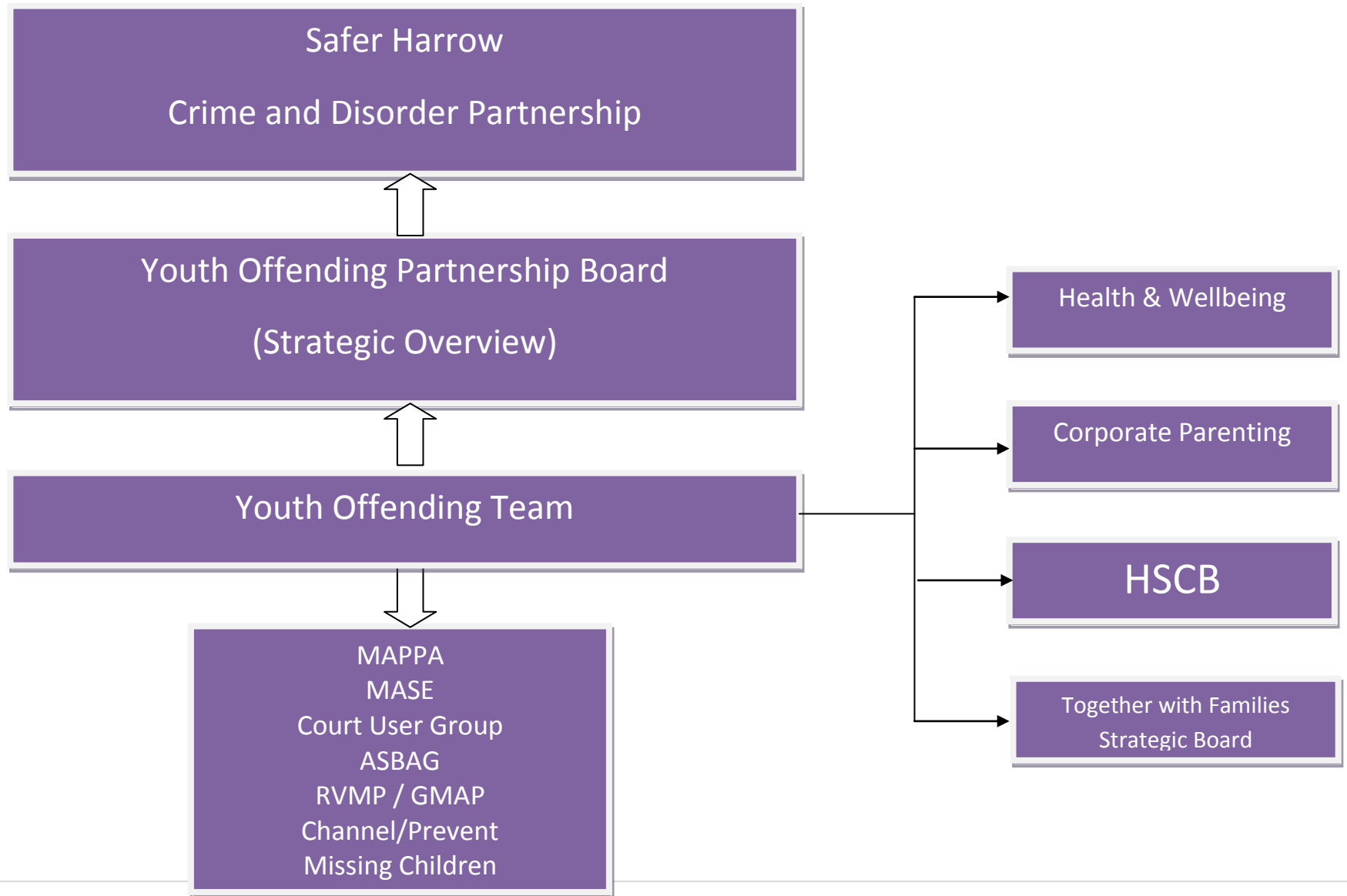
ROSH	Risk of Serious Harm
R/VMP	Risk / Vulnerability Management Plan
YJB	Youth Justice Board
YOT	Youth Offending Team
YJLD	Youth Justice Liaison and Diversion
YJILS	Youth Justice Interactive Learning Space
YRO	Youth Rehabilitation Order



**APPENDIX 6**

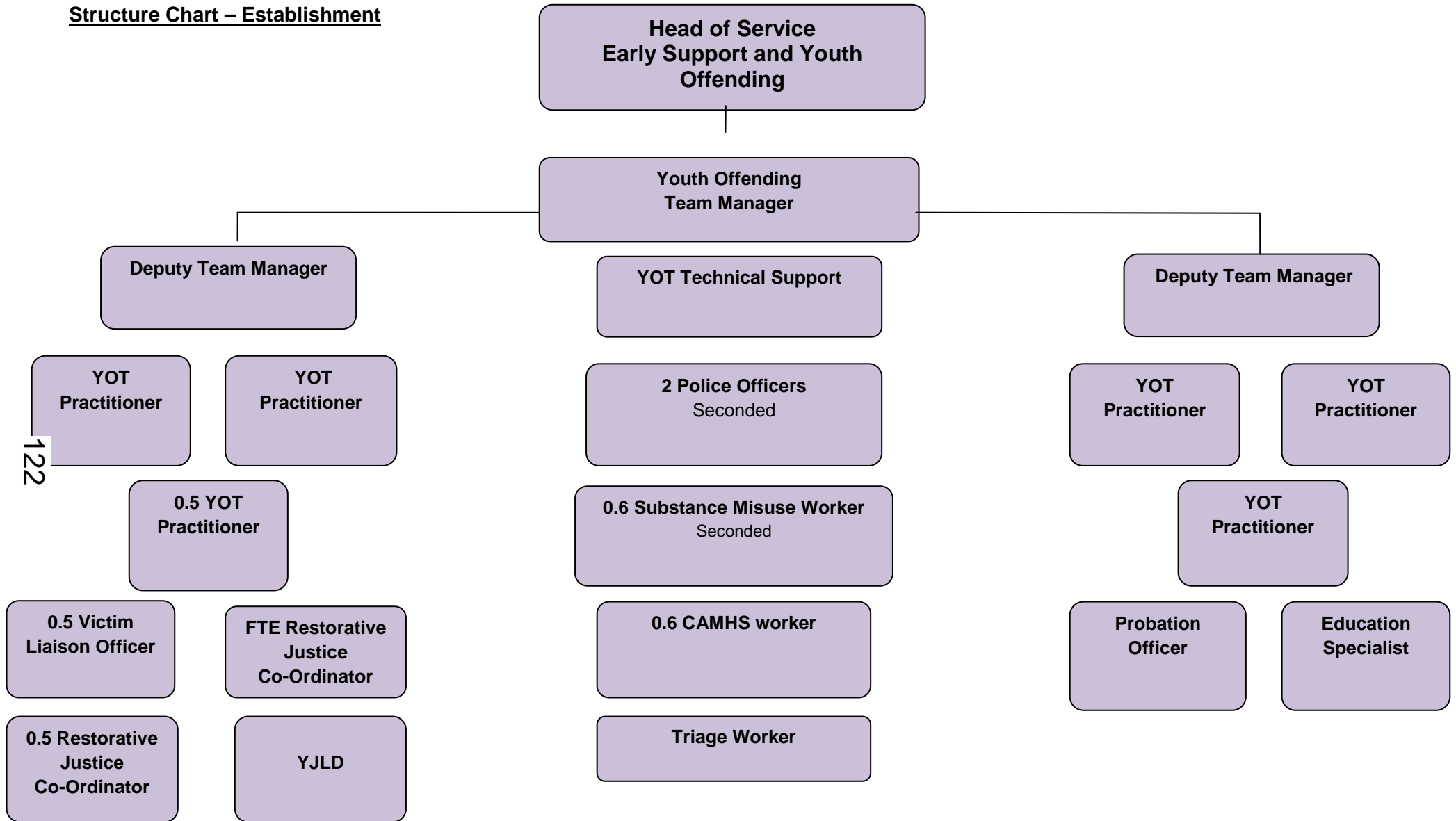
**Structure and Governance arrangements**

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**APPENDIX 7**

**Structure Chart – Establishment**



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## **Appendix 8**

### **Allocation of Good Practice Grant**

<b><u>Area of Delivery</u></b>	<b><u>Activity</u></b>	<b><u>Associated Costs</u></b>
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

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**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.*

<b>CHAMPION AREA</b>	<b>STAFF MEMBER</b>	<b>MEETINGS ATTENDED / INPUT TO / GATHER INFO FROM</b>	<b>WHAT ARE YOU EXPECTED TO ACHIEVE BY BEING A CHAMPION?</b> <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	Immediate action <ul style="list-style-type: none"> <li>- LS to ensure CSE lead is invited to Team meeting to discuss process of referral</li> </ul> Ongoing Role <ul style="list-style-type: none"> <li>- LS to feedback to team any patterns / risk areas / trends on a monthly basis at team meeting (standing agenda item)</li> <li>- Identify and share research in relation to those who are at risk of CSE and any links to Youth Justice.</li> </ul>
Prevent	YOT Manager	Channel	Immediate actions: <ul style="list-style-type: none"> <li>- Ensure staff understand referral process into channel</li> <li>- Ensure all staff have completed online training</li> </ul> Ongoing Role
36   Page			<ul style="list-style-type: none"> <li>- ASG to feedback any significant information in relation to risk / vulnerabilities</li> </ul>

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

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

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

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





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