

Overview and Scrutiny Committee

AGENDA

DATE: Tuesday 4 June 2019

TIME: 7.30 pm

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

MEMBERSHIP (Quorum 4)

Chair: Councillor Sachin Shah

Councillors:

Dan Anderson	Richard Almond (VC)
Jeff Anderson	Jean Lammiman
Sarah Butterworth	Chris Mote
Honey Jamie	Kanti Rabadia

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:

- | | |
|----------------------------|---------------------|
| 1. Jerry Miles | 1. Philip Benjamin |
| 2. Chloe Smith | 2. Stephen Wright |
| 3. Angella Murphy-Strachan | 3. Norman Stevenson |
| 4. Sasi Suresh | 4. Ramji Chauhan |
| 5. Vacancy | |

Contact: Daksha Ghelani, Senior Democratic Services Officer
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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>.

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Agenda publication date: Wednesday 22 May 2019

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

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

Reserve Members may attend meetings:-

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

2. DECLARATIONS OF INTEREST

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

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

3. MINUTES (Pages 5 - 12)

That the minutes of the meeting held on 9 April 2019 and of the special meeting held on 16 May 2019 (to follow) 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 in which they were received. There will be a time limit of 15 minutes for the asking and answering of public questions.

[The deadline for receipt of public questions is 3.00 pm, 30 May 2019. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

5. PETITIONS

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

6. REFERENCES FROM COUNCIL/CABINET

(if any).

7. COMMUNITY SAFETY, VIOLENCE, VULNERABILITY AND EXPLOITATION STRATEGY - ANNUAL REFRESH, YOUTH OFFENDING TEAM (YOT) PLAN, KNIFE CRIME ACTION PLAN (Pages 13 - 156)

Joint Report of the Director of Strategy and Corporate Director of People Services.

8. FINAL REPORT OF THE SCRUTINY REVIEW OF HIGHWAYS MAINTENANCE (Pages 157 - 188)

Report of the Director of Strategy.

9. SCRUTINY REVIEW INTO PREVENTING YOUTH VIOLENCE (Pages 189 - 240)

Report of the Director of Strategy.

10. 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 30 May 2019
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OVERVIEW AND SCRUTINY COMMITTEE MINUTES

9 APRIL 2019

Chair:	* Councillor Jeff Anderson	
Councillors:	* Richard Almond * Dan Anderson * Peymana Assad * Honey Jamie	* Jean Lammiman * Jerry Miles * Kanti Rabadia * Stephen Wright (2)
Voting Co-opted:	(Voluntary Aided) † Mr N Ransley Reverend P Reece	(Parent Governors) Vacancy Vacancy
Non-voting Co-opted:	Harrow Youth Parliament Representative	
In attendance: (Councillors)	Varsha Parmar Krishna Suresh	Minute 54 Minute 55

- * Denotes Member present
- (2) Denotes category of Reserve Members
- † Denotes apologies received

48. Attendance by Reserve Members

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

Ordinary Member

Reserve Member

Councillor Chris Mote

Councillor Stephen Wright

49. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 9 – Community Safety Strategic Assessment 2019

Councillor Peymaana Assad declared a Non-Pecuniary interest in that she was Portfolio Holder Assistant for Community Cohesion and Crime. She would remain in the room whilst the matter was considered and voted upon.

50. Minutes

RESOLVED: That the minutes of the meeting held on 12 February 2019 be taken as read and signed as a correct record.

A Member stated that the following actions from the previous meeting were still outstanding and requested relevant officers forward this information to Members after the meeting:

- data relating to incidences of fly tipping by Ward;
- the affordable housing list.

51. Public Questions & Petitions

RESOLVED: To note that there were none.

52. References from Council/Cabinet

RESOLVED: To note that there were none.

RESOLVED ITEMS

53. Scrutiny Annual Report 2018-19

The Committee considered the Scrutiny annual report 2018/19.

The Chair advised that the meeting statistics for Overview & Scrutiny Committee had omitted to mention that the Leader of the Council had attended two meetings of the Committee.

Members made the following comments regarding the report:

- the report did not set out achievements and actions undertaken and that this information should be included in any future reports;
- it might be useful to link achievements to Performance Board data in future such reports.

RESOLVED: That the report be noted.

54. Technology in waste collections

The Committee received a report of the Corporate Director Community which set out an overview of the waste technology currently utilised as part of the waste and recycling collection service operating within Harrow.

Members asked the following questions and officers provided the following responses:

- What was the rate of contamination of dry recycling?

An officer advised that for Harrow, this figure was between 9-10%, whereas the industry average was 15%.

- Was the Bartec waste collector system compatible with the Council's other packages such as SAP, CRM and CCP?

The officer stated that Bartec had first been introduced in 2009. It was possible to upload real-time information via CRM (which meant back office staff could access this immediately), as well as link this data into the Council website. It was therefore not necessary to use SAP

- How was data collected by the waste teams? Was it input manually? Were Harrow's refuse bins micro chipped?

The officer advised that the LLPG (Local Land and Property Gazetteer) data set was updated regularly. Harrow's bins were not chipped and data was entered manually into the system by the waste teams, who reported incidents by exception rather than by property. Therefore, if there were no issues on a particular street, the entire street could be closed off on the system.

- Were there any savings associated with the new fleet of waste trucks?

The officer stated that in line with the Mayor of London's Environment Strategy, the new vehicles complied with emissions standards required by the Euro 6 standard. She added that Harrow was ahead of other London Authorities in this area. Additionally, vehicles in the old fleet which had been on lease, often broke down and were more expensive to maintain. The new fleet of vehicles was Council-owned and there were procurement savings associated with its purchase. There had been some teething problems while the new system was embedded, nevertheless, the crews had been well trained and were happy with the new fleet as they found it simpler and quicker to resolve any issues.

- Why were some of the new vehicles white without any Council branding?

The officer advised that the unbranded, white vehicles were interim use for the period between the ending of the previous contract and the acquisition of the new vehicles. The new fleet would be branded.

- What was the cost benefit of the new route optimisation technology? This information should have been included in the officer report.

The officer stated that the Bartec system had been in place since 2009. The new system enable more immediate reporting and response. It would be difficult to quantify the cost benefit of this.

- What savings had been made under the new contract? He gave the example of a resident who owned two brown bins, and had paid for both to be collected, however, only if the bins had the necessary sticker to indicate it should be collected. Nevertheless, waste crews had collected both bins for several months before they realised their error – how had this been possible?

The officer advised that the new fleet had been in place since January 2019. Previous to this, vehicles regularly broke down and crews were obliged to used manual sheets which could have contributed to the above situation. Since the introduction of the new fleet and additional training for the crews, the entire processes had been finely tuned. Although, some of the interim vehicles continued to be paper-based, the new fleet was fully automated.

- Which member of a team would typically input the data into the Bartec?

The officer stated that this was the driver's role. She encouraged Members to take part in a ride-along with one of the waste crews in order to gain a better understanding of the process.

- What contingency was there for technical failure of the system? What were the processes to be followed in such cases?

The officer stated that paper copies of routes were available in case of a systems crash. The crews were very familiar with their routes and would manage to complete routes successfully. She confirmed that to date there had been no complete crashes.

- Was it the case that residents could now report missed bins for up to 48 hours after the event?

The officer advised that this had been implemented following a review.

- What provision was there for elderly or disabled residents who could not put their bins out for collection?

The officer stated that those residents could request an Assisted Collection, which would be collected by the crews.

- What about the issue of bins with unclosed lids?

The officer stated that the policy was that bins with raised lids would not be collected and this was communicated to residents. This was

because lids that were not fully closed could lead to spillages, could get caught in the lift mechanism of the waste trucks and break off and thereby cause damage to the vehicles as well as give rise to health and safety issues. Nevertheless, crews had some discretion in this area.

- Some residents were not online and preferred to contact the Council by telephone or in person. With regard to those residents who had not renewed their brown bin contracts, would the waste crews be able to flag these individuals up so that they could be followed up?

The officer stated that those residents who had contracted in to the garden waste service were sent either an email or postal reminder to renew their contracts in January each year. She added that it was also possible to sign up to the service online, at the one-stop-shops as well as at the kiosks.

- How were flats managed on the system?

The officer stated that the data for blocks of flats could take longer to input into the system.

- Had an equalities impact assessment been undertaken prior to the implementation of the Bartec system?

The officer advised that the system had been implemented in 2009 and she had been unable to find whether an Eqia had been undertaken.

- What feedback had been received from the crews with regard to the new reporting system?

The officer stated that crews had greater confidence in what they reported, with only genuine missed collections being entered into the system.

RESOLVED: That the report be noted.

55. Community Safety Strategic Assessment 2019

The Committee considered a report of the Divisional Director, Strategic Commissioning, which set out the Strategic Assessment, which was an annual review of the patterns of crime and anti-social behaviour, thereby fulfilling partnership responsibility under relevant sections of the Crime and Disorder Act 1998. The findings of the Review would help inform the annual refresh of the Harrow's Community Safety and Violence, Vulnerability and Exploitation Strategy.

Members asked the following questions and received the following responses.

- To what extent did social media have an impact of the rising fear of crime?

The Acting Borough Commander stated that this was difficult to assess. Social media could be a tool for both good and bad. Often stories of crimes were circulated without any context and could lead to a fear of crime.

- Had there been an increase in hate crimes, for example, Islamophobia?

The Acting Borough Commander advised that there had been an increase in the reporting of these types of crimes.

- What were the implications of the MOPAC funding for Harrow for 2019-2021?

An officer advised that there would be a slight reduction in funds in the later period which would need to be reflected in both the strategy and the delivery plan. The Council was in the process of accessing funding streams in related areas and had recently been awarded funding from MHCLG (Ministry of Housing, Communities and Local Government) for a community engagement and cohesion project which would impact on community safety.

- The data in the report related to 2017/18 period and had been previously reviewed by Members. Members would prefer to see the most up-to-date information in future reports.

The officer advised that the report had been populated with data available at the end of December 2018 as there was a 3-month delay in receiving the verified published data. He pointed out that there were some typographical errors in the report which he apologised for.

- Should the header on page 51 state 2017 or 2018? There were a number of spelling errors throughout the report.

The officer advised that the header was incorrect and should state 2018. However, the data included was accurate.

The Chair expressed his disappointment in the lack of accuracy and the errors in the officer report.

- A Member made the point that because Harrow was considered to be a relatively safe borough, a large proportion of policing resources had been moved from Harrow to other boroughs. For example, in his Ward, Kenton West, there were no PCSOs allocated.
- How were targeted burglaries dealt with?

An officer advised that data regarding aggravated burglaries or targeted burglaries was not disaggregated from the overall data relating to burglaries. He added that overall, the data showed that the number of burglaries had reduced.

- Different communities were targeted by criminals for different reasons. Was there any data regarding this available?

The Acting Borough Commander undertook to look into the matter and feedback to the Committee.

- Residents wanted to know where the burglary hot-spots in the borough were. Burglary was increasingly classed as low priority. Often victims of burglary did not receive an immediate response from police and therefore some residents felt it was not worth reporting these to the police. The same went for ASBOs (Anti social behaviour orders). Was this lack of action by police due to resourcing and time pressures?

The Acting Borough Commander advised that the number of burglaries and other crimes were reducing and continued to reduce. Although the data in the report covered the period up to December 2018, it did not include the latest figures. He added that since the implementation of the BCU model (Basic Command Units), of which there were 12 covering London, response times in Harrow had fallen slightly. Nevertheless, there were advantages and positives coming out of the new BCU model, and risk was being managed differently.

- With regard to the under-reporting of Hate crime, specifically Islamophobic ones – were there any additional measures in place for Ramadan which would begin in May 2019?

The Acting Borough Commander advised that there were bespoke policing plans for large events, for example, football matches, bonfire night etc. However, past data indicated that hate crimes against particular faith groups did not increase during religious festivals.

- How would the Assessment document feed into the Strategy? What were the principal areas of concern and how would these feed into the Strategy document?

The Acting Borough Commander stated that violent crime was the most important area of concern.

The Portfolio Holder for Community Cohesion and Crime stated that it was important for both the Council and the Police to build relationships and trust with the community, to be better informed by keeping abreast of feedback from residents regarding the issue of crime and anti-social behaviour and to respond accordingly.

- Residents had indicated that it was increasingly difficult for them to report crimes to the Police via the 101 non-emergency number. The Member gave a personal example where the victim of a crime had been told that the Police would not be able to assist her unless she was able to locate corroborating CCTV images or witnesses.
- Was it true that victims of non violent crimes were being asked to help solve their cases, for example, being asked to find CCTV footage of the

incident or to obtain verifying statements from neighbours and witnesses? Was this official Police policy?

- What was being done to tackle the increase in sexual crimes?

The Acting Borough Commander stated that individuals could report crimes using the 999 emergency number, the 101 non-emergency number or via the website. Unfortunately, there was no protocol for calling back those who rang the 101 number and hung up if their call was not answered immediately or were held in a queue (although such a protocol was in place for those who rang the 999 emergency number). He added that DWO's (dedicated Ward Officer) had been instructed to liaise with and update their local Ward Councillors about local issues every two weeks. He added that officers were obliged to prioritise violent crime above non-violent ones and had to be smarter with the use of available resources. Officers would advise victims of crime to have realistic expectations in cases where there were no corroborating CCTV images or witnesses available. However, it was not official Police policy to expect victims to chase up CCTV or interview witnesses.

He added that the BCU model meant that Harrow now had in-house, dedicated specialist officers and specialist teams which dispensed with the need for farming out cases to specialist units elsewhere. For example, there was a dedicated team dealing with sex crimes and another dealing with violent crimes and therefore the service provision was more joined up which meant improved response and reaction times.

There was Member comment on the data and statistics that it would be helpful for comparison if they could all be for the same periods. There was officer comment that the periods for the table at page 51 on change in the level of crime should read 2017 and 2018, not 2016 and 2017.

RESOLVED: That the report be noted.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.17 pm).

(Signed) COUNCILLOR JEFF ANDERSON
Chair



**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	4 June 2019
Subject:	Community Safety, Violence, Vulnerability and Exploitation Strategy – Annual Refresh Youth Offending Team (YOT) Plan Knife Crime Action Plan
Responsible Officer:	Alex Dewsnap, Director of Strategy Paul Hewitt, Corporate Director of People Services
Scrutiny Lead Member area:	Resources: Councillor Honey Jamie And Councillor Kanti Rabadia
Exempt:	No
Wards affected:	All
Enclosures:	1. Community Safety, Violence, Vulnerability and Exploitation Strategy 2. YOT Plan 3. Knife Crime Action Plan

Section 1 – Summary and Recommendations

This report sets out the strategic vision of Harrow's Community Safety Partnership in the Annual Community Safety, Violence, Vulnerability and Exploitation (CSVVE) Strategy for 2019-2020 and the Council's Youth Offending Team (YOT) Plan. It also includes our Knife Crime Action Plan 2019-20, a requirement for every Borough arising from the London Knife

Crime Strategy which was launched in June 2017. Both plans will be considered by Cabinet and Council in July 2019.

Recommendations:

The Overview and Scrutiny Committee is asked to consider the CSVVE Strategy, the YOT Plan and the Knife Crime Action Plan and forward relevant comments to Cabinet for consideration.

Section 2 – Report

Introductory paragraph

All Community Safety Partnerships (known in Harrow as ‘Safer Harrow’) are required by law to conduct an annual assessment of crime, disorder, anti-social behaviour, substance misuse and reoffending within the borough. This is known as the Strategic Assessment. The Strategic Assessment for 2019 was considered at O&S in April 2019. This report also covers the feedback received at O&S in April and how this has been taken into account in developing the strategy.

The Community Safety, Violence, Vulnerability and Exploitation (CSVVE) Strategy sets out the Council’s vision for tackling community safety in Harrow and takes into account the findings from our Strategic Assessment 2019. It also includes our vision for Domestic and Sexual Violence.

In developing the CSVVE strategy, the following high volume crimes have been prioritised in agreement with the Mayor’s Office for Policing and Crime (MOPAC):

1. *Burglary*
2. *Non-domestic violence with injury*
3. *Anti-social behaviour (ASB)*
4. *Motor Vehicle Crime*

The CSVVE strategy also has a strong focus on the following aspects of high harm crime which reinforce the commitment to tackle violence, vulnerability and exploitation in the borough. This also firmly echoes the current Mayor’s priorities, and includes a renewed focus on tackling Youth Violence. The following areas are seen as priorities in Harrow:

1. *Youth violence, weapon based crime, vulnerability and exploitation. (including gang crime, and Child Sexual Exploitation)*
2. *Modern slavery*
3. *Domestic and sexual abuse*
4. *Drug and alcohol misuse (including tackling the supply of illegal substances, and targeted support for ex-prisoners)*
5. *Extremism and hate crime*

In addition to this we have incorporated our commitments to Female Genital Mutilation (FGM) into the strategy in order to ensure a consistent and joined up approach across the Council.

Given the focus on youth violence and related challenges around such things as knife crime, for 2019 the council and its partners are coupling the Community Safety, Violence, Vulnerability and Exploitation strategy and the YOT Plan, and this report also brings forward this plan for O&S consideration. Like the Community Safety, Violence, Vulnerability and Exploitation strategy, the YOT Plan is a statutory plan and will be considered by Cabinet and Council in July 2019.

The Harrow Youth Justice Plan (also known as the Youth Offending Team plan or YOT Plan)

Local authorities continue to have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services.

Section 40 of the Crime and Disorder Act 1998 sets out the youth offending partnership's responsibilities in producing this plan. It states that it is the duty of each local authority, after consultation with partner agencies, to formulate and implement an annual youth justice plan, setting out:

- how youth justice services in their area are to be provided and funded
- how the youth offending team (YOT) or equivalent service will be composed and funded, how it will operate, and what functions it will carry out.

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

'Modern Youth Offending Partnerships' and 'YOT Management Board Guidance for Wales' provide additional guidance about drafting a youth justice plan and its relationship to other strategic plans.

The Harrow Youth Justice Plan references and directly aligns to the Community Safety Violence Vulnerability and Exploitation Strategy.

Additional specific data relates to key national and local indicators these are as outlined in the main plan:

Nationally prescribed objectives

- a) Reduce First Time Entrants to the Youth Justice System
- b) Reduce the use of custody
- c) Reduce the number of people reoffending and the number of re-offenses per person

Youth violence, weapon based crime, vulnerability and exploitation.

- d) To reduce the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons (guns and knives)
- e) To embed an awareness of actions which can shift attitudes within young people at schools and in other education settings towards the issues of sexual assault, child sexual, digital and criminal exploitation

Drug and alcohol misuse

- f) Reduce the incidence of young people possessing and using illegal and harmful drugs
- g) Reduce the incidence of young people being involved in the supply, dealing, distribution or the production of drugs and to build resilience in young people so that they are able to spot the signs of dealer grooming.
- h) To reduce alcohol and drug-related reoffending.

Wellbeing and welfare

- i) To promote the emotional and psychological resilience of young people at risk of offending behaviour so that they can make more civic and pro-social choices about their lifestyle.
- j) To provide a robust offer to youth at risk of offending to support them as they are diverted away from offending behaviour
- k) To provide a robust service which takes strategic action towards protecting the public and other vulnerable young people from the most prolific and high harming behaviours displayed by young offenders.
- l) To reduce the disproportionality of over-represented groups within the local criminal justice context

These key objectives are worked on by the Youth Offending Partnership which consists of statutory and voluntary sector stakeholders all working together to achieve these common goals.

The YOT plan is integrally aligned with the reducing High Harm and drug and alcohol priorities of Safer Harrow articulated through the CSVVE strategy.

All of the consultation about the CSVVE strategy is relevant for the Youth Justice Plan although there will be additional consultation sessions with youth groups and has already been consultation with the YOT team and management board.

Consultation and Engagement

In refreshing the strategy and priorities, consultation and engagement was undertaken with partners, stakeholders and relevant services within the council.

- April – Strategic Assessment debated at Overview and Scrutiny
- April – Emailed CSVVE Strategy to partners represented on Safer Harrow (Police, Probation, Fire, CRC, CCG, LCSB, Harrow Youth Parliament, Young Harrow Foundation) and services (Youth Offending Team, Housing, Regeneration, Policy Team) requesting updates to inform the refresh
- 26th April 2019 – hosted an engagement workshop inviting all partners, stakeholders and services to review the priorities and delivery plan
- 1st May 2019 – Attended the Youth parliament meeting to consult with members of the Parliament to understand the impact of crime on young people and how this can be reflected in the priorities and delivery plan, as well as how the Council and the Youth parliament will work together going forward.
- Liaised with colleagues from the Regeneration team to understand how crime was being designed out through regeneration and included this in the CSVVE strategy
- 13th May 2019 – a workshop attended by officers and partners to discuss the issue of drugs, the impact on crime and possible interventions to address this.
- 13th May 2019 – Shared the draft CSVVE strategy with Safer Harrow for consultation and to be discussed at the meeting on 17th June 2019
- 15th May 2019 - Draft CSVVE strategy shared with wider voluntary sector partners who we collaborate with to deliver key projects within the strategy
- 29th May 2019 – Draft CSVVE strategy taken to CSB for feedback and comments

Responding to Scrutiny’s feedback on the Strategic Assessment 2019

The Strategic Assessment is an annual review of the patterns of crime and anti-social behaviour, fulfilling partnership responsibility under sections 5, 6, and 7 of the Crime and Disorder Act 1998 to conduct an annual review of the levels and patterns of crime and disorder in Harrow & Greater London.

The findings of the Strategic Assessment have informed the annual refresh of Harrow’s Community Safety and Violence, Vulnerability & Exploitation Strategy.

The draft Strategic Assessment was presented to the Overview and Scrutiny Committee on the 9th April 2019. At the meeting members of the Committee raised questions around the data and some of the resulting priorities. As a result the Strategic Assessment has been updated to support the refresh of the CSVVE strategy. The key revisions are:

- Updates to tables and maps
- Addition of data on aggravated burglary (which is brought into the CSVVE Strategy)
- Clarification of priorities to ensure they are consistent throughout the strategic assessment and with the refreshed CSVVE Strategy
- Correction of dates and typographical errors in the draft document
- Consistency in terminology throughout the document

Responding to the Recommendations arising from the Youth Violence Scrutiny Review

The Council has recently completed a scrutiny review on Youth Violence in Harrow and the recommendations coming out of the review include:

Recommendation 1: Each time a strategy or policy is reviewed a specific perspective on reducing youth violence should be included.

Recommendation 2: The Council to work in collaboration with the Police and Schools to address the priorities agreed within the CSVVE Strategy

Recommendation 3: The council to explore interventions that prevent young people from using and dealing drugs.

Recommendation 4: Harrow Council explores the use of early intervention programmes in year 6 of primary schools

The review is also being considered by O&S on the same agenda as the CSVVE Strategy and the YOT Plan, so the recommendations need to be formally agreed. However, once these have been agreed, the intention is to formally incorporate these into the CSVVE Strategy accordingly.

At this stage, recommendations 2-4 have already been considered through the refresh of the CSVVE Strategy. As with all scrutiny reviews, the relevant service managers within the Council will be responding to these recommendations to Cabinet in July this year. We will also work in collaboration with partners and the Voluntary and Community Sector (VCS) to take these recommendations forward. A conversation around possible interventions to prevent young people from using and dealing drugs has already started in the form of workshops with partners and the VCS. Discussions are also being led by a head teacher at Harrow High School looking at establishing a referral process for schools, building on the work already carried out in the Multi Agency Safeguarding Hub (MASH).

Knife Crime Action Plan

The London Knife Crime Strategy was launched in June 2017 and within it was a commitment for every London borough to have a bespoke knife crime action plan created in partnership with the Met Police. The Met Police worked with each Community Safety Partnership (CSP) to develop a local plan, with the understanding that these should be based on a locally developed, partnership analysis of the knife crime problem.

Harrow's Knife crime Action Plan has been developed in consultation with officers across the Council and partners on the Safer Harrow Partnership. This will be reviewed on a regular basis and updates provided to the Mayor's Office for Policing and Crime (MOPAC). The Action Plan is to be submitted to MOPAC at the end of May 2019, and is refreshed for O&S consideration on the basis that the actions within it clearly set out some of the activity the partnership are taking around the priorities associated with Youth Violence and are integral to the CSVVE Strategy and YOT Plan.

Financial Implications

All London Councils have received funding under the MOPAC London Crime Prevention Fund (LCPF) to tackle priorities in the new London Police and Crime Plan. In the first round, Harrow was allocated £266,525 in year 1 (2017/18), and £186,376 in year 2 (2018/19) (after a 30% MOPAC top slice),

which provides the authority with a combined 2 year allocation of £452,628. In the latest round, Harrow has been awarded £185,000 in year 3 (2019/20) and £235,000 in year 4 (2020/21), providing the authority a combined 2 year allocation of £420,000. As part of this, the partnership have approved funding aimed at a programme of Violence, Vulnerability and Exploitation projects which will help us respond to the issue of youth violence that we are seeing in the borough, and also approve our DV service. As all of this funding is one off in nature, it is used to fund specific time limited projects without any ongoing revenue implications and therefore there will be no direct impact upon existing service budgets.

The Youth Justice Board provide a good practice grant. Last year's figure was £211,435 which must be used towards the agreed good practice priorities contained within the YJ plan. A figure in the region of last year's amount is expected again this year though figures were not released last year until the autumn and there is further financial pressure expected this year.

Performance Issues

In delivering this Strategy we are in the process of drafting a themed Delivery Plan which will oversee projects that will contribute to the strategic objectives outlined in the strategy, including all of the MOPAC funded projects agreed for the 2019/20 and 2020/21 financial years. The Delivery Plan will include specific actions and measures with greater clarity of ownership of projects (including specifically for the YJ plan) across the partnership.

Environmental Impact

There are no specific environmental issues associated with this report at this stage.

Risk Management Implications

There are none specific to this report.

Risk included on Directorate risk register? No

Separate risk register in place? No

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? An EqIA is being developed alongside the development of the CSVVE Strategy. At this stage, the EqIA hasn't identified any adverse impact on any of the protected characteristics.

Council Priorities

Please identify how the decision sought delivers these priorities.

1. **Building a Better Harrow**
 - More young people are actively engaged in various interventions in ways that will hopefully reduce the risk of them getting involved in youth violence and crime
2. **Supporting Those Most in Need**
 - Children and young people are given the opportunities to have the best start in life and families can thrive
3. **Protecting Vital Public Services**
 - Harrow continues to be one of the safest boroughs in London
4. **Delivering a Strong local Economy for All**
5. **Modernising Harrow Council**

Section 3 - Statutory Officer Clearance

Name: Sharon Daniels	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 22 May 2019		

Name: Paul Hewitt	<input checked="" type="checkbox"/>	Corporate Director of People Services
Date: 21 May 2019		

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

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Background Papers: Strategic Assessment 2019

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Community Safety, Violence Vulnerability and Exploitation Strategy

2019 – 2020

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1. Foreword

On behalf of Safer Harrow, I am pleased to introduce our refreshed Community Safety, Violence, Vulnerability and Exploitation Strategy for 2019/20. Two years ago, following consultation on a new Police and Crime Plan, the Mayor significantly changed his priorities for London, which involved the scrapping of the seven major crime targets in favour of a thematic approach which gave local areas greater control of local community safety priorities. The focus of this approach was to concentrate on serious, high-harm, high vulnerability crimes both for the whole city and locally. Within our refreshed strategy we still have a clear commitment to tackle high volume crime such as burglary, and especially the growing issue of aggravated burglaries, but we continue to give a greater focus to what are low-volume but high harm crimes, which include youth violence, domestic abuse and drug and alcohol misuse.



Harrow is a great place to live, where everyone gets on well together. But people are worried about crime and anti-social behaviour, which is on the rise here and all over London. The residents I speak to still say it's their biggest concern. I'd like to see a zero tolerance to the use and dealing of drugs, which lead to various crimes, and the communities of Harrow should be able to live their lives without the fear of crime. This year we will give a greater focus through our action plan on possible interventions to prevent young people from using and dealing drugs working with the police, schools and the Voluntary and Community Sector (VCS)

Maintaining Harrow's historically strong community cohesion is one of this Council's biggest concern, and my portfolio was been created last year so I can focus on that. We're looking at everything – what the community does well together already and how we can support that; the important role of youth work; what we can do to keep people safe and away from the destructive cycles of crime or drugs. The work that we have started in Wealdstone is about how we can bring local people together to take back their neighbourhood and to explore what more we can do in partnership to make our communities and residents feel safer. In 2019 we'll bring this approach to South Harrow as well.

Under my leadership, as our priorities largely remain the same, Safer Harrow will continue to work to address those high volume crimes which have seen an increase in the last year, including aggravated burglary, non-domestic violence with injury, and anti-social behaviour, whilst ensuring we are tackling high-harm crimes, like weapon based crime.

I am also committed to working with partners, including the Police, Harrow Youth Parliament and the voluntary and community sector, to develop better approaches to engaging with young people on the impact of knife and drug related crime, anti-social behaviour and other forms of crime, so that young people are and remain safe. However, the changes to policing locally with the merger of Harrow police with Brent and Barnet does create a risk to our outstanding relationship with the police. We will obviously work with police colleagues to make this a success, but the strength of a good relationship is that we can give tough messages where we need to. Overall though, I believe our focus on partnership can make our limited and stretched resources go further and deliver better outcomes for Harrow residents and making Harrow a safe place for everyone

2. Introduction

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

Since the publication of our first Community Safety and Violence, Vulnerability and Exploitation Strategy in 2017, we have made some good progress against the priorities which will be explored further in this document. However, we recognise the importance of continued partnership working to address the rising crime (especially violent) in the capital including Harrow and that there is more that we need to do to make all residents in Harrow feel safer. On the whole, violent crime especially is disproportionately happening in some of the more deprived areas of the borough, so the approach to tackling it needs to go beyond an enforcement approach and concentrate on the real causes and motivations which cause our young people to feel the need to carry weapons. Overall the crime levels in Harrow are low when compared to London as a whole. However the concentration of crimes in some areas means that people don't feel as safe as they should do in certain parts of the borough, and the partnership needs to try and address this.

We recognise that many of our priorities connect with those of other multi-agency strategic partnerships in Harrow such as the Harrow Safeguarding Children Board, Harrow Safeguarding Adults Board and the Health and Well-being Board, and we are working with these groups to take forward these joint priorities.

The Partnership, taking the strategic lead on each agenda, will of course vary according to its statutory obligations, but by collaborating on relevant topics, the partnership can be more effective by supporting each other's objectives. This means for example, that key messages can reach a wider audience and Safer Harrow can influence the direction of

many more local initiatives through several lines of coordinated activity across the community.

The Mayor's Office for Policing and Crime's Police and Crime Plan

The Mayor's Office for Policing and Crime's (MOPC) Police and Crime Plan (PCP) was launched in February 2017. As a result, each London Borough has selected two local volume crime priorities, based on local knowledge, crime data and police intelligence, along with antisocial behaviour, which has been identified by the Mayor's Office for



Policing and Crime (MOPAC) as an important issue in every Borough. The priorities for all Boroughs will also include mandatory high-harm crimes: sexual violence, domestic abuse, child sexual exploitation, weapon-based crime and hate crime.

This approach is designed to ensure that police, councils, and other strategic partners are focused on the issues of greatest concern in their areas and that serious, high-harm, high vulnerability crimes that are a priority for the whole city are not overlooked.

The themes in the Mayor's Police and Crime Plan 2017-21 are:

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

This Community Safety and Violence, Vulnerability and Exploitation (VVE) Strategy sets out the Council's vision for tackling community safety in Harrow and takes into account the findings from our Strategic Assessment 2019 and builds on the changes we made in 2018 when we changed the focus to high harm crime. Our local High-Volume crime priorities were agreed through engagement with partners including the Police, Harrow Youth Parliament and Young Harrow Foundation.

Given the strategic approach from the Mayor to policing and crime, there are clear synergies with the VVE agenda in general and also with domestic and sexual violence under the '*Tackling Violence Against Women and Girls*' theme.

Looking Ahead

The Metropolitan Police Service has recently gone through changes to the way local policing is delivered in London through the introduction of new Basic Command Units (BCUs). Harrow police services merged with those in Barnet and Brent to form the North West BCU, which went live in November 2018. The move combined core policing functions of neighbourhoods, emergency response, CID and safeguarding.

The new BCU also offers opportunity to explore more joined up and cross borough working arrangements. For example, there may be an opportunity to explore a cross borough Safer Partnership identifying and working on cross cutting strategic objectives, although to date the three boroughs remain separate.

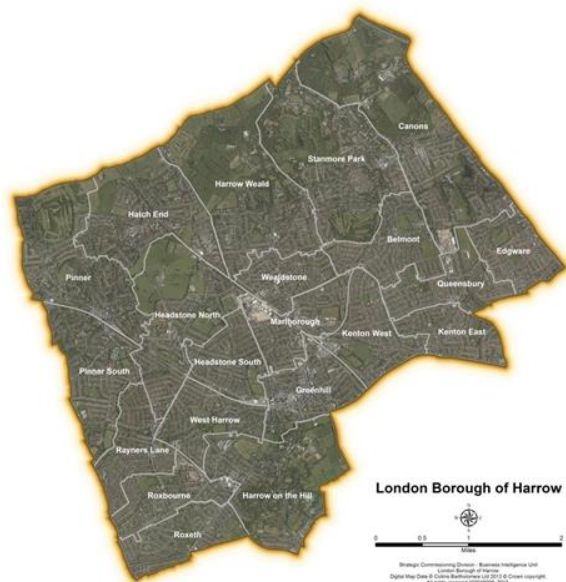
Harrow have worked with the police throughout the time of these changes to ensure the best possible outcomes for Harrow residents.

The partnership between the Council and its statutory and non-statutory partners is essential to the delivery of the priorities in this strategy. We will continue to work proactively with these partners where necessary to deliver the best outcome for our residents.

Our Harrow, Our Community

Harrow prides itself on being one of the most ethnically and religiously diverse boroughs in the country with people of many different backgrounds and life experiences living side by side. It is the richness of this diversity, and the positive impact that it has on the borough

and our community, that we believe helps make Harrow such a great place to live, work and visit.



Harrow's resident population is estimated to be 248,880. 49.9% of the population are male and 50.1% are female.¹ 20.9% of Harrow's residents are under 16. 63.7% of Harrow's population are of working age (16 to 64) and 15. % of Harrow's residents are 65 or older.² The average (median) age is 37.7 years, lower than many other places.³ 69.1% of residents classify themselves as

belonging to a minority ethnic group and the White British group forms the remaining 30.9% of the population, (down from 50% in 2001). The 'Asian/Asian British: Indian' group form 26.4% of the population. 11.3% are 'Other Asian', reflecting Harrow's sizeable Sri Lankan community, whilst 8.2% of residents are 'White Other', up from 4.5% in 2001. Harrow had the third highest level of religious diversity of the 348 local authorities in England or Wales. The borough had the highest proportion of Hindus, Jains and members of the Unification Church, the second highest figures for Zoroastrianism and was 6th for Judaism. 37% of the population are Christian, the 5th lowest figure in the country. Muslims accounted for 12.5% of the population.⁴

Harrow's Children and Young People

Approximately 60,305 CYP under the age of 18 years live in Harrow. This is 23% of the total population in the area. (Source GLA's Central Trend 2016). The Income Deprivation Affecting Children Index (IDACI) shows that 16.24% of children in Harrow are living with families that are income deprived. A higher proportion of children living in poverty are in

¹ ONS, 2017 Mid-Year Estimates

² ONS, 2017 Mid-Year Estimates

³ ONS, 2017 Mid-Year Estimates

⁴ ONS, 2011 Census, Table KS209EW

Wealdstone and the south west area of the borough, but there are also 8 lower super-output areas (LSOA) which are in the bottom 20% nationally for income deprivation affecting children, spread across the borough.

The proportion of children entitled to free school meals as at January 2018:

- in nursery and primary schools is 7.2% (the national average is 13.7%).
- in secondary schools is 10.2% (the national average is 12.4%).

Children and Young People (CYP) 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 ethnic group represented in this age band is the Indian population (23%), followed by the White British population (18%) and the Other Asian population (16%). In Harrow, the Indian population is predominantly Gujarati and the Other Asian group is predominantly Tamil. However, looking at the ethnicity by smaller age bands, we see that the ethnic diversity is growing. In the youngest age group (aged 0-4), only 1 in 6 are of White British ethnicity compared to 1 in 4 of the adult population.

The proportion of CYP with English as an additional language (EAL) as at January 2018:

- in primary schools is 64.9% (the national average is 21.2%).
- in secondary schools is 60.9% (the national average is 16.6%).

88.4% 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, Romanian, Tamil and Arabic.

The number of pupils with Special Educational Needs (SEN) in Harrow's schools has increased from 4,630 in January 2017 to 4,4,770 in January 2019; representing a percentage increase of 3.0%. As at January 2019 there were 3,651 pupils with SEN Support and 1,119 pupils with a statement or Educational Health Care Plan (EHCP). The highest category of primary need is speech, language and communication needs followed by moderate learning difficulties.

Employment and Income (Economic)

Harrow has seen an increase in unemployment over the past year, although Harrow's rates are still below the London and Great Britain rates. A number of residents are in low paid jobs and have low functional skills. Harrow's ranking for health deprivation has

improved and is better than the national average, but there are health disparities within the borough.

The Claimant Court⁵ in March 2019 showed 1.6% (2,610 residents) were claiming benefits, of which 54% were men and 46% were women. Unemployment rates are highest in Greenhill, Roxbourne and Wealdstone wards. The overall employment rate in Harrow is 78%, but rates vary by population group.⁶ The employment rate for white UK born residents is 77.7%, compared to 84.5% for white non-UK born residents. For UK born ethnic minority groups, the employment rate is 79% and 77.3% for non-UK born ethnic minority groups.⁷

The employment deprivation domain within the 2015 Index of Multiple Deprivation (IMD) indicates 12,082 of Harrow's residents experiencing employment deprivation. This includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities. Overall Wealdstone is Harrow's most deprived ward for employment deprivation, closely followed by Roxbourne.

In Greenhill and Wealdstone there are proportionately more followers of Islam in the Opportunity Area, and slightly lower Hindus. There is a higher proportion of Bangladeshi and Pakistanis in these wards. Overall those ethnic groups have high levels of residents aged 16-64 who are economically inactive (38.6%), compared to Indians (13.4%).⁸

Income deprivation

The Income Deprivation scale indicates that 30,733 of Harrow's residents are experiencing income deprivation. Wealdstone is Harrow's most deprived ward for income deprivation and for income deprivation affecting children, closely followed by Roxbourne, then Marlborough and Harrow Weald.

A quarter of Harrow's residents are in low paid jobs and 36% of jobs in the borough are regarded as low-paid⁹. In part this relates to the business composition of the borough, with

⁵From April 2015, the Claimant Count includes all Universal Credit claimants who are required to seek work and be available for work, as well as all Job Seeker Allowance (JSA) claimants

⁶ONS Annual Population Survey, January 2018 to December 2018

⁷The employment rate is the number of people in employment expressed as a percentage of all people of that cohort aged 16-64, ONS Annual Population Survey (APS), October 2017 to September 2018. The APS is a sample survey and confidence intervals vary for the different groups.

⁸ONS Annual Population Survey, January 2018 to December 2018

⁹Annual Survey of Hours & Earnings (average for 2017 & 2018), ONS

small businesses paying less than larger companies and in part due to a significant number of residents having low skills.

Skills

Within Harrow, the highest proportions of the population without qualifications or with low level qualifications are in Kenton East, Edgware, Roxbourne and Roxeth. Poor language skills are seen as a major barrier to progressing in the workplace.

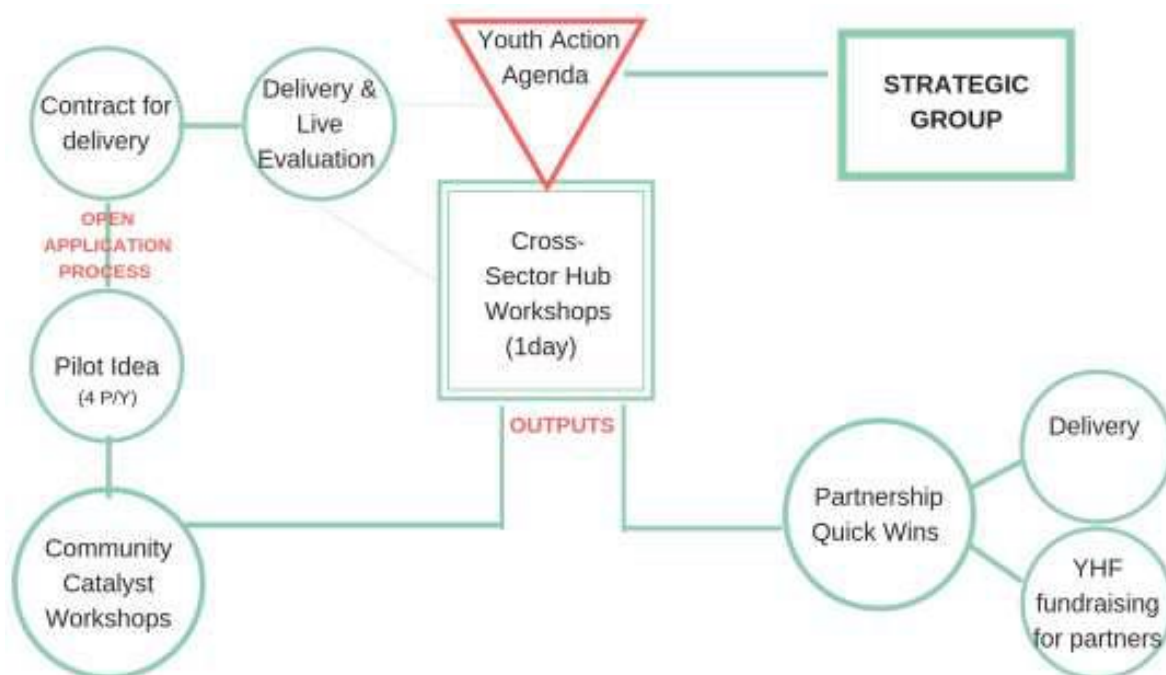
In September 2018 Harrow was one of 25 local authority areas identified by the Ministry of Housing for Communities and Local Government as an area with high levels of need for English Language provision. 28.5% of Harrow's residents have a foreign first language. In 15.9% of households, English is not the main language of any household occupants, the 10th highest ranking nationally and much higher than the national level of 4.3%. The 2011 Census showed 1% of Harrow residents unable to speak English at all, compared to 0.6% for London and a national figure of 0.3%.

Young People Needs Analysis

The Council in partnership with Young Harrow Foundation (YHF) and the Youth Parliament has carried out a piece of work to bring together the views of young people, the views of charities and the data the Council holds, in order to create a body of research on young people's needs across Harrow. This is the first of its kind and has identified the following five areas as priorities for young people: Mental and emotional wellbeing; Youth Violence; Accessing employment opportunities; Inequality; and Being more physical active.

The 2018 report '**This is Harrow**', highlighted youth violence as a key theme for young people in Harrow. In response, YHF, has embarked on the project - 'Change Champions'. This is a proposed new cross-sector model of working, developed in consultation with voluntary sector, young people, Harrow Council, CCG and Schools. The aim is to address specific problems within the themes (youth violence; mental health; employment; physical activity; inequalities) in new collaborative ways – and with young people at the heart of the process.

Change Champions Model:



YHF has embarked on a pilot of the model, in collaboration with Harrow Council, for the Grange Farm estate in South Harrow. Applications to fund this way of working more widely in Harrow have been submitted.

YHF have also recruited a Youth Action Team to drive this process. Seven young people are signed up so far, each of them with lived experience in one of the five key themes – including youth violence.

A Focus on Place

Harrow Council has embarked on a place-based approach to addressing community safety issues that is rooted in a community engagement model. This pilot project began in 2018 in Wealdstone, one of the most problematic areas in the borough in terms of anti-social behaviour, including street drinking, youth violence and drug activity.

Recognising that Police resources have continued to fall in London, the initiative has sought to mobilise the community through outreach and engagement to create a more resilient community. The Wealdstone Action Group was formed in September 2018 to take forward several joint actions that were agreed upon in consultation with the local community through a community engagement event. It brought together key partners

including voluntary and community sector organisations, the Metropolitan Police, British Transport Police, London Fire Brigade, and the council.

The council has also conducted a research and community engagement project building on the momentum and objectives of the Wealdstone Action Group to produce a comprehensive understanding of the local issues faced by residents, traders, community organisations, schools, faith groups and other stakeholders in the area, which can influence future strategies.

A similar approach to addressing community safety issues has begun in South Harrow. Walkabouts along Northolt Road as well as Grange Farm have been completed with councillors from Roxeth, Roxbourne and Harrow-on-the-Hill. A research project, similar to that carried out in Wealdstone, has also been initiated to identify the key causal factors as well as potential strategies to address place-based community safety issues in South Harrow.

3. Strategic Analysis and Objectives

Quick Facts:



2018: 14,866 recorded crimes,
59.7 per 1,000 population.

2017: 13,957 recorded crimes **56**
per 1,000 population.

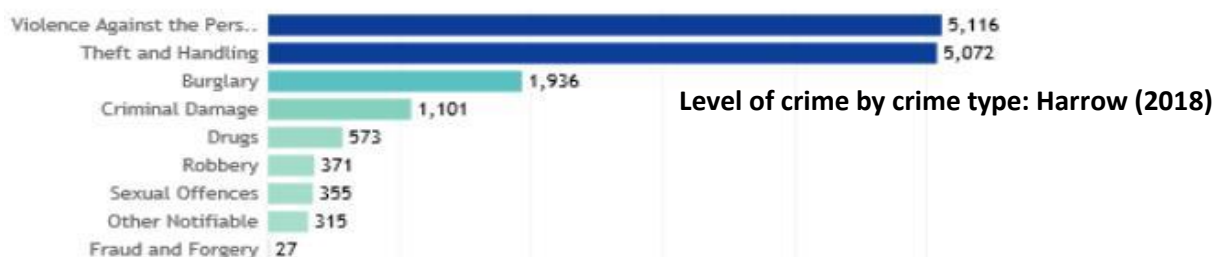
**Second lowest rate of crime in
London**

In refreshing this strategy, we have looked at and analysed a host of data and considered the findings and recommendations from a number of documents. These include the Locality Review, needs analysis conducted by Young Harrow Foundation and our latest Strategic Assessment 2019 (which is based on the comparison of 2018 data with that of 2017).

Change in the overall level of crime

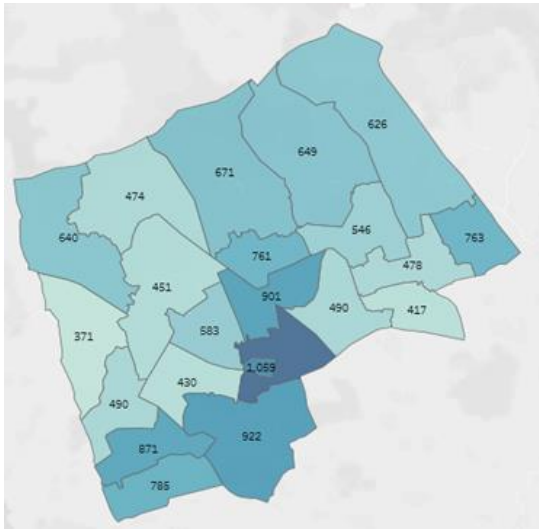
Harrow was the fifth lowest London Borough for number of crimes reported during 2018. When this total is divided by Harrow's population the resulting crime rate is 59.7 crimes per 1,000 population, giving Harrow the **second lowest crime rate in London**.

Total crimes



The crime types with the highest number of offences in 2018 are *Violence Against the Person* and *Theft and Handling*.

Harrow Wards:



2018

Total crime levels highest:

Greenhill, Harrow on the Hill, Marlborough

Total crime levels lowest:

Pinner South, Headstone North, Kenton East

2017

Total crime levels highest:

Greenhill, Roxbourne, Marlborough

Total crime levels lowest:

Pinner South, Headstone North, Kenton East

Harrow's neighbouring boroughs:

Harrow saw the largest rate increase when comparing to Harrow's neighbouring boroughs. All but Ealing have seen an increase in crime from 2017-18.

Total Offences	2017		2018		Rate Change
	Offences	Rate	Offences	Rate	
Barnet	26,996	69.61	28,236	72.81	3.20
Brent	29,759	90.42	30,705	93.30	2.87
Ealing	28,319	82.63	28,233	82.38	-0.25
Harrow	13,957	56.08	14,866	59.73	3.65
Hillingdon	24,777	81.95	24,973	82.60	0.65
London	824,568	93.44	838,895	95.06	1.62

During the period 2017 to 2018, Harrow's crime rate has increased by 3.65 crimes per population. This increase is in the top quartile for London

Key Findings from the Strategic Assessment

The Strategic Assessment is an annual review of the patterns of crime and anti-social behaviour, fulfilling partnership responsibility under sections 5,6, and 7 of the Crime and Disorder Act 1998 to conduct an annual review of the levels and patterns of crime and disorder in Harrow & Greater London

- Overall crime levels in London are increasing
- Crime in Harrow has increased, but Harrow continues to have one of the **lowest crime rates in London**
- Burglary rates have reduced slightly, despite a London increase. Harrow benchmarks well for burglary and artifice burglary amongst nearest neighbours.
- Aggravated burglary is a small proportion of total burglaries but shows a significant increase in the last year
- Fear of crime in Harrow is higher in the central and eastern areas of the borough. In Harrow and across London, fear of crime isn't necessarily higher in areas with higher levels of crime.
- Resident confidence in policing has mostly remained steady. There has been a significant reduction in % *knowing how to contact your SNT/ ward officer*, which the police are working to address. Harrow benchmarks well for *victim satisfaction* and *treating people fairly*.
- Further increase in (non DA) Violence with Injury but the rate remains **one of the lowest in London**. Violence against the person continues to rarely involve an offensive weapon.
- Violence with injury is higher in areas associated with higher levels of ambulance attendances and areas associated with the evening and night time economy.
- Anti-social behaviour shows a slight reduction, although there are hotspots where activity remains relatively high. ASB is the most common reason for stop and search.
- Gun crime has reduced and Harrow continues to have the lowest rate amongst neighbouring authorities
- Increase in knife crime but a reduction in the proportion of knife crime that results in injury. Resident concern is increasing.
- Victims of serious youth violence – slight reduction 2017 to 2018, but overall increase since 2015 is sustained
- Referrals for modern day slavery are up from 2 to 16
- Child Sexual Exploitation cases remain steady at 18 for the last 2 years
- Sexual offences: **lowest rate in London**, but rising proportion of sexual offences recorded as rape.
- Increase in the reported level of domestic abuse in Harrow, however the proportion of victims experiencing injury has slightly fallen.
- Drug crime may be an emerging risk in some wards, as Harrow's relatively lower levels are rising, while neighbouring boroughs are showing significant reductions.

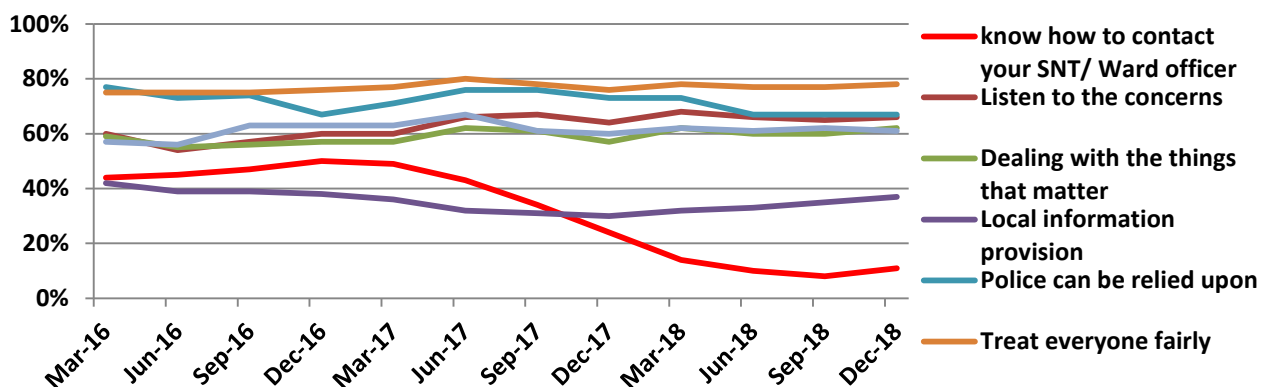
- There has been a rise in the reporting of Islamophobic and homophobic hate crime in Harrow
- Theft of and from motor vehicles have both increased

Designing out Crime

One of the key objectives for the Council’s regeneration programme, Building a Better Harrow is to encourage good design principles to ‘design out crime’ and ultimately foster safer communities. Addressing issues such as anti-social behaviour is at the forefront of the design process and includes on-going engagement with the Police and Secure by Design consultants. General good practice has been adopted across the programme to ensure a good standard of Secure by Design is achieved across all schemes.

Community Confidence in Police and Council

The charts below show that Harrow residents are the most confident about police treating everyone fairly, listening to concerns and being reliable. There are lower levels in confidence about knowing how to contact the Safer Neighbourhood Team and in local information provision.



The table below shows Harrow resident confidence about the police treating everyone fairly and victim satisfaction is higher than the London average.

Q3 2018/19 Confidence	Met Police Service	Harrow	Barnet	Brent	Ealing	Hillingdon
Victim Satisfaction	67%	71%	67%	68%	71%	71%
Know how to contact SNT / Ward	13%	11%	16%	11%	16%	17%
Listen to concerns	69%	66%	73%	62%	73%	67%
Dealing with things	66%	60%	68%	60%	73%	63%
Local information provision	40%	37%	50%	32%	49%	42%

Police can be relied upon	73%	67%	76%	74%	80%	73%
Treat everyone fairly	76%	78%	79%	74%	81%	79%
Local police do a good job	64%	62%	70%	61%	73%	60%

Harrow residents have the second lowest confidence of the neighbouring group about being informed;

Harrow residents are least confident about knowing how to contact their SNT / Ward officer, joint lowest of Harrow’s neighbouring boroughs. The map shows that some of the higher performing areas correspond to areas with higher crime rates.

Strategic Objectives

Harrow’s Local Priorities

The Mayor’s Office for Policing and Crime’s (MOPAC) Police Crime Plan PCP was launched in February 2017. Each London Borough has selected local volume crime priorities, based on local knowledge, crime data and police intelligence, along with antisocial behaviour, which has been identified by MOPAC as an important issue in every Borough. The priorities for all Boroughs will also include mandatory high-harm crimes: sexual violence, modern slavery, domestic abuse. Child sexual exploitation, weapon-based crime and hate crime.

Mandatory High Harm Crimes	Mandatory High-Volume Crimes	Local Volume Priorities (agreed with MOPAC)
Sexual Violence	Anti-Social Behaviour	Burglary
Modern Slavery		Non domestic violence with injury
Domestic Abuse		Motor Vehicle Crime
Weapon Based Crime		
Child Sexual Exploitation		
Hate Crime		

However, the Council and its partners on Safer Harrow also choose the areas of priority on top of the Mayor’s priorities, which are set out below. The priorities have largely remained the same; however there have been slight amendments to the wording in light of evidence and consultation.

High Volume Crimes

1. **Burglary** – *To reduce the number of burglaries (including aggravated burglaries) and fear of crime in the borough and increase public confidence in the police*
2. **Non-domestic violence with injury** – *To reduce the number of incidents of grievous bodily harm and actual bodily harm*
3. **Anti-social behaviour (ASB)** – *To reduce the number of anti-social behaviour incidents that occur in the borough and ensure victims get the support they need.*
4. **Motor Vehicle Crime** –
 - a) *To reduce the number of thefts of a vehicle that occur in the borough and ensure victims get the support they need.*
 - b) *To reduce the number of thefts from a vehicle that occur in the borough and ensure victims get the support they need.*

High Harm Crime Priorities

1. **Youth violence, weapon-based crime, vulnerability and exploitation.**
 - a. *To reduce the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons (guns and knives)*
 - b. *To develop a shared and consistent understanding within both primary and secondary schools on the issues of sexual assault, child sexual exploitation and digital exploitation, and to promote a culture of awareness of child sexual exploitation*
2. **Modern Slavery** - *To ensure there is an effective and coordinated response to modern slavery in Harrow*
3. **Domestic and sexual abuse** – *To provide critical support to the most vulnerable members of our community who are affected by domestic and sexual violence and female genital mutilation with a focus on the following:*
 - a. Prevention / Education
 - b. Policing and enforcement
 - c. Support and recovery

4. Drug and alcohol misuse –

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

5. Extremism and hate crime – To prevent people from being drawn into extremism and supporting terrorism; and to improve hate crime reporting rates.

4. High Volume Crime

Burglary: Key Findings from Strategic Analysis

Quick Facts:

2018: 2,240 recorded burglaries
8.81 per 1,000 population.

2017: 2,386 recorded burglaries
8.87 per 1,000 population.

**Significant reductions in
Canons, Edgware & Harrow
Weald**



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

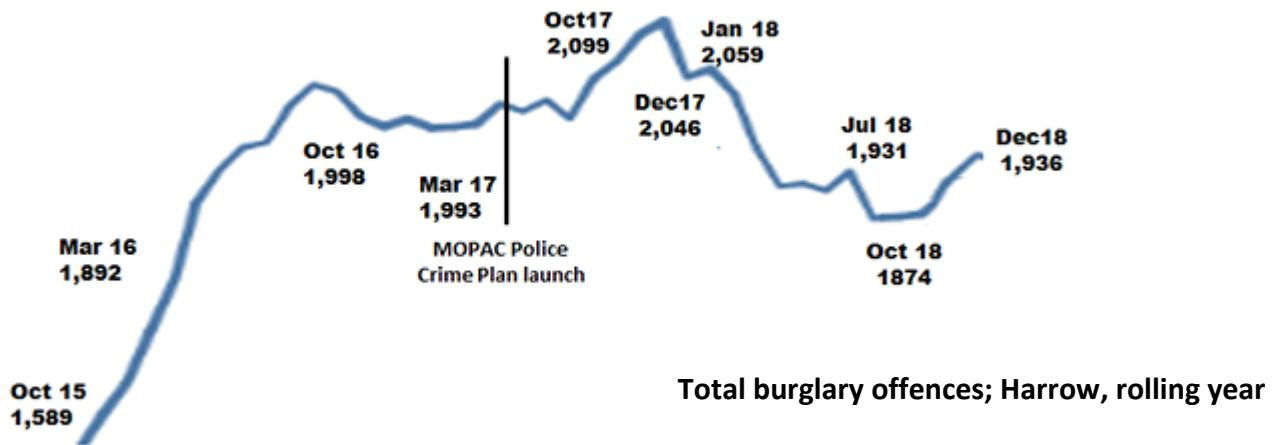
Between 2017 and 2018, the number of recorded burglaries in Harrow decreased by 146. There were a total of 2,244 offences during 2018, and 2,389 in 2017. This translates to a 0.59 rate increase.

The highest levels of burglaries occurred in Greenhill, Stanmore and Belmont, with the highest increases in Rayners Lane and Pinner. The increase in Rayners Lane was largely residential burglaries, whereas Pinner saw the highest increase in Business & Community burglaries (11 in 2017 to 30 2018). Across Harrow, the proportion of Business & Community burglary has reduced from 18.9% in 2016 to 17.9% in 2018.

Lowest levels of Burglary occurred in West Harrow and Headstone South, Kenton East, with significant reductions in Canons, Edgware and Harrow Weald wards.

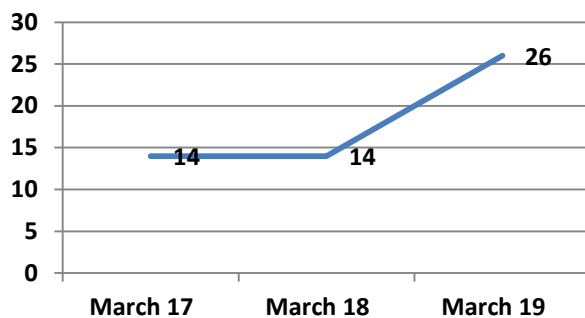
When comparing Harrow's nearest neighbours, Ealing has the lowest rate of burglary in both 2017 and 2018, and at -0.90, Hillingdon has the most positive rate change of the group. Barnet has the highest rate of burglary in both 2017 and 2018. Along with Hillingdon and Ealing, Harrow's rate of burglary is lower than the overall London rate.

Burglary	2017		2018		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	4038	10.41	4432	11.43	394	1.02
Brent	3359	10.21	3721	11.31	362	1.10
Ealing	3040	8.87	3018	8.81	-22	-0.06
Harrow	2386	9.59	2240	9.00	-146	-0.59
Hillingdon	3016	9.98	2743	9.07	-273	-0.90
London	91777	10.40	97643	11.06	5866	0.66



Since Oct 2015, there has been an upward trend in burglary offences (rolling year). This trend began to fall in December 2017, beginning to rise again in October 2018. 2017 saw the highest level of Burglary in a December since 2011. Rolling years figures show that since the launch of the Police Crime Plan, there has been a 3% reduction in burglary offences.

Total aggravated burglary offences; Harrow, rolling year



From a low base, there has been an upward trend in aggravated burglary between March 2017 and March 2019.

Quick Facts:

2018: 17 recorded artifice burglaries 0.7 per 1,000 population.

2017: 33 recorded artifice burglaries 0.13 per 1,000 population.

Lowest rate in neighbouring area



Artifice burglary is a type of burglary where a falsehood, trick or distraction is used on an occupant of a dwelling to gain, or try to gain, access to the premises in order to commit burglary. In 2018, there were 17 recorded burglaries, 0.7 per 1,000 population compared to 33 burglaries in

2016, which was 0.13 per 1000 population. This is the lowest rate in the neighbouring group.

Objective: *To reduce the number of burglaries (including aggravated burglaries) and fear of crime in the borough and increase public confidence in the police*

Our Progress So Far

'Be Safe' programme (previously known as 'Autumn Nights') the engagement and preventative work on burglary is ongoing in the background. Although the contract with the Mettrace provider has come to an end, due to the large number of burglaries occurring across the BCU, the issue of Mettrace will continue to be provided to vulnerable residents. Cocooning after a report of burglary, preventative advice on securing property in the hours of darkness and locking away valuables such as gold jewellery (particularly at festival time). This cocooning will now include a visit to the victim. The MPS is to provide enhanced support for victims, providing a visit to all victims of burglary if they want one, which is more supportive than previously as over 60% of burglaries are recorded on line or by telephone.

Going Forward

The Council works in partnership with the Police and other partner agencies on various initiatives and programmes to reduce the number of burglaries and increase confidence in the police.

- The Police will continue preventative work on burglary. The current themes as we head towards the summer are ensuring residents secure their properties when they are on holiday, in hotter weather if windows are open ensuring they are on secure catches so cannot be opened further.
- The Police will continue to engage with older, more vulnerable residents to prevent distraction burglaries.

Quick Facts:

2018: 966 Non DA VWI offences
3.88 per 1,000 population

2017: 920 Non DA VWI offences,
3.67 per 1,000 population

Increase in rate from 2017 to 2018



Violence with injury (Non domestic abuse): Key Findings from Strategic Analysis

Non domestic abuse violence with injury (Non DA VWI) includes a range of offences such as

Murder, Wounding / GBH and Assault with Injury that has not been flagged as domestic abuse related. Since 2015, Police forces are asked to “flag” crimes, which are domestic abuse-related if the offence meets the government definition of domestic violence and abuse¹⁰.

Between 2017 and 2018, the number of recorded Non-DA VWI offences in Harrow increased by 46. There was a total of 966 offences during 2018, and 920 in 2017. This translates to a 0.21 rate increase.

The highest proportion of Non-DA VWI offences occurred in Greenhill, Roxbourne, and Harrow on the Hill.

Barnet has seen the lowest rate of Non-DA VWI in 2018. Both Barnet and Hillingdon have seen a rate reduction during this period. Brent has the highest rate in both 2017 and 2018. Harrow has seen the highest rate increase.

Non DA VWI	2017		2018		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	1478	3.81	1448	3.73	-30	-0.08
Brent	2294	6.97	2298	6.98	4	0.01
Ealing	2019	5.89	2046	5.97	27	0.08
Harrow	913	3.67	966	3.88	53	0.21
Hillingdon	1723	5.70	1667	5.51	-56	-0.19
MOPAC priority areas average	1,651	5.89	1,667	5.98	16	0.09

Objective: *To reduce the number of incidents of grievous bodily harm and actual bodily harm*

This is still an emerging theme with MOPAC, but in devising our strategy and concentrating on high harm crime, non-domestic violence with injury is covered in other sections of the strategy.

¹⁰ <https://www.gov.uk/guidance/domestic-violence-and-abuse#domestic-violence-and-abuse-new-definition> [maybe copy and paste the new definition here]

Anti-social Behaviour: Key Findings from Strategic Analysis

Quick Facts:



2018: 4889 ASB calls, 19.64 per 1,000 population.

2017: 4898 ASB calls, 19.68 per 1,000 population.

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

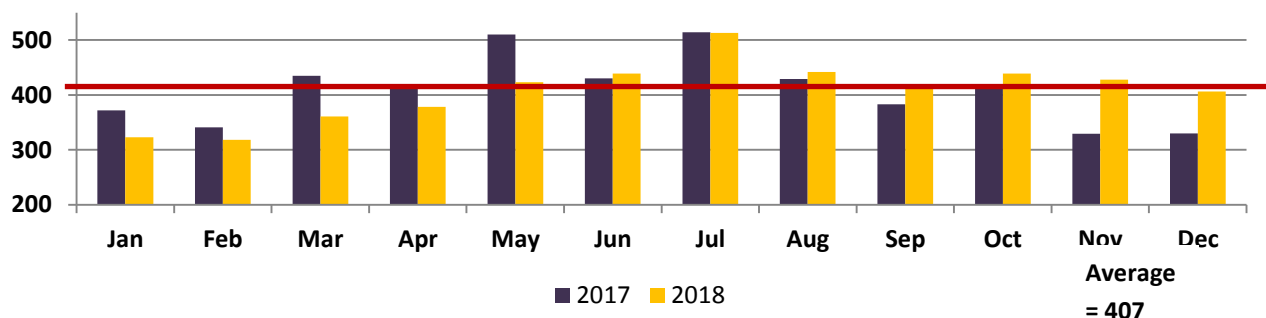
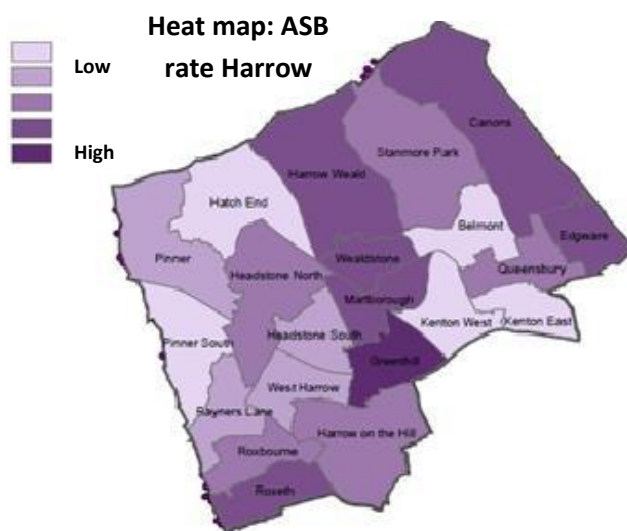
Examples of anti-social behaviour include nuisance, rowdy or inconsiderate neighbours, vandalism, graffiti and fly-posting, street drinking. Prostitution related activity, begging and vagrancy, fireworks misuse, inconsiderate and inappropriate use of vehicles and environmental damage including littering, dumping of rubbish and abandonment of vehicles.

Examples of anti-social behaviour include

The map below also shows the scale of calls in wards across Harrow in 2018.

Wards within the central Harrow Neighbourhood area account for a large proportion of ASB in Harrow.

Edgware, Roxeth, and Canons are also hotspots. The average number of ASB calls per month over the two year period is 407. Above average levels of ASB, over both years, have occurred in, May, June, July and October with below average levels in January and February.



Objective: *To reduce the numbers of anti-social behaviour incidents that occur in the borough and ensure victims get the support specific to their needs.*

Our Progress So Far

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

The Council's Community Safety Team, as part of the wider Community & Public Protection Service, is responsible for dealing with matters of Anti-Social Behaviour with the exception of Council housing. The Community Safety Team is responsible for investigating complaints of ASB through to resolution using the appropriate tools and powers under the Anti Social Behaviour Crime and Policing Act 2014 and through engagement with partners. To ensure the protection of the community, the team remit includes elements of violence and vulnerability and the central focus of the team is the victim and also supporting the community. They form part of the Community & Public Protection Service that influence all aspects of the community from residents to businesses, noise complaints to licensing issues. The team forms part of a new Enforcement Co-ordinating and Tasking Group (ECTG) that is an intelligence led enforcement meeting to address key issues of Anti-Social Behaviour in its wider format, concentrating on hot spots and setting out key sustainable actions to address the issues, as well as to support victims.

The Community Safety Team continues to also provide victim support, taking forward the principles of the legislation in that the victim should be the centre of the actions taken to address issues.

The Community Safety Team work with internal and external agencies to tackle matters of violence, vulnerability and exploitation through identification, education, disruption and enforcement. The aims are to:

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

The Council works closely with the police in this area and delivers a 24/7/365 CCTV service. This has worked well and includes utilising direct video and radio links. The good work of the team has been recognised at a local and regional level.

Over recent months a Mayors Office for Policing and Crime (MOPAC)-led taskforce has been exploring opportunities to secure sustainable CCTV provision in London. This is in recognition of the challenging financial climate faced by local authorities, which are the primary funders of public space community safety CCTV. Harrow Council is one of the sites that the taskforce visited. The findings from the work of the taskforce will inform future approaches to CCTV.

The Council has invested in the E-cins system to capture intelligence about people and places to provide a more proactive approach to addressing known and future issues, that is used by services across the community safety landscape in Harrow. This is a one year pilot, and subject to it's success, we will review whether we keep this system in 2020 and beyond.

Going Forward

- Harrow Council will increase its co-operation with schools in order to further develop the comprehensive awareness for students and other young people regarding the impact of engaging in anti-social behaviour and gang crime. The Council will also seek to introduce this approach through its youth provision at as many sites as we can throughout the borough and will place a particular focus on integrating into the offer which young people receive from youth centres
- Intervention and prevention at schools: dedicated Schools Officers will continue to raise awareness in relation to the misuse of fireworks and 'trick or treating' and highlight the consequences of offences. Following on from this the police will maintain a list of bail/curfew restrictions and carry out truancy patrols.
- The Council will ensure that young people including the Youth Parliament and Young Harrow Foundation are involved in programmes to raise awareness about the negative impacts of crime and anti-social behaviour in order to try and deter their participation in such activity.
- The Council will seek to work alongside voluntary sector partners whose activities involves addressing certain types of anti-social behaviour such as street drinking and substance misuse.
- The council will seek to extend the commissioning of a range of providers, including Prospects who are an organisation which provide careers information and employment support to young people to increase employability pathways, which is considered a desistance factor.
- We will continue to deliver bespoke sessions on the impact that criminal records and convictions can have on future life chances, including any aspirations which the young person has.
- Continue to work proactively with the police and provide a 24/7/365 CCTV service.
- We will incorporate Be Safe information and how to access support or raise concerns in business engagement events and newsletters.
- Be safe information will be incorporated into Learn Harrow & Xcite's individual interviews with young people and adults engaging in training, employment support and apprenticeship.
- The Be safe agenda will be communicated to our supply chain partners to embed messages throughout borough

Services for offenders

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

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

The “Safety and Wellbeing Panel” co-chaired by respective Heads of Service for Community Safety and YOT considers the risk and vulnerability of young people known to YOT and ensures senior managers across the relevant partnerships are aware and involved in the risk management process.

Xcite continues to give Local Labour Market information to job seeking referrals and will give employment support and brokerage when required, particularly in the construction sector.

Motor Vehicle Crime: Key Findings from Strategic Analysis

Motor vehicle theft is rising in Harrow.

Theft of a motor vehicle relates to the theft or attempted theft of a vehicle, driving without consent of the owner or as a passenger of a stolen vehicle. Between 2017 and 2018, theft of motor vehicle offences in Harrow have increased by 150. There were a total of 523 offences during 2018, and 373 in 2017. This translates to a 0.6 rate increase.

Quick Facts:

2018: 523 theft of motor vehicle offences, **2.10** per 1,000 population.

2017: 373 theft of a motor vehicle offences, **1.5** per 1,000 population.

40% increase



Quick Facts:

2018: 2846 thefts from motor vehicle offences, **9.4** per 1,000 population.

2017: 2556 thefts from motor vehicle offences, **8.5** per 1,000 population.



Theft from a motor vehicle is the theft of articles from a motor vehicle, whether locked or unlocked. Between 2017 and 2018, offences in Harrow have increased by 280. There were total of 2,846 offences during 2018 and 2,566 in 2017. This translates to a 0.93 rate increase.

Objectives:

- *To reduce the number of thefts of a vehicle that occur in the borough and ensure victims get the support they need.*
- *To reduce the number of thefts from a vehicle that occur in the borough and ensure victims get the support they need.*

Our progress so far:

- The police have conducted intelligence led High visibility Patrols in hotspot areas in reaction to crime trends.
- Leaflets have also been produced and distributed regarding Moped thefts.
- Number plate screw initiatives in conjunction with partners to combat theft of number plates.
- Target hardening through visits to know motor vehicle crime offenders by safer neighbourhood teams.
- Covert patrols in hotspot areas

- Identification of high-risk vehicles and addresses, crime prevention advice leaflets delivered to the address.

Going forward:

The Council will work in partnership with the police and other agencies on various initiatives and programmes to reduce the number of motor vehicle crime offences. This will include:

- Conducting environmental visual audits in high crime rate areas for theft from motor vehicle crimes, for joined up approach to ask Why here? Why now and Why vehicles?
- Increased media strategy to bring the public's attention to high risk areas and minimise the possibility of them becoming a victim.
- Increased media in the public domain to educate the public as to what they can do to prevent offences.

5. High Harm Crime

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

Youth Violence, Weapon Based Crime, Vulnerability and Exploitation (VVE)

In 2015 a Home Office led Ending Gang and Youth Violence Peer Review found that Harrow is dealing with some of the highest risk young people and recognised emerging issues of serious youth violence vulnerability and exploitation. One of the recommendations of the Peer Review was to develop a problem profile, which explores the risk factors that affect violence, vulnerability and exploitation and gain an in-depth understanding of the causes of gang membership. In identifying these issues, the Council's Business Intelligence Team have been working closely with the Police to explore and track some of the most pertinent issues faced by young people in Harrow. By doing this, we hope to reduce the number of people drawn into gang membership through early intervention and equipping existing gang members with the support they need to exit a disruptive pathway. This will not only safeguard younger siblings and family members who may be on the periphery of exploitation but also help to prevent gang culture becoming further embedded in Harrow.

Additionally, Harrow undertook a Home Office led Locality Assessment in July 2017 which involved a one-day process for local areas as part of the national strategy to tackle gangs and serious youth violence. It works as a broad-brush set of interviews and focus groups with front-line practitioners to gather information, knowledge and perception whilst building a qualitative picture of the key issues and drivers around county lines, gangs, youth violence and vulnerability, and works as a rapid evidential assessment process that focuses on violence and vulnerability. The Assessment gave us invaluable insight through interviews and focus groups with front-line practitioners to gather information, building a qualitative picture of the key issues and drivers around county lines with our neighbouring boroughs, gangs, youth violence and vulnerability.

Several partners have a role to play in dealing with all aspects of VVE in our strategic objectives, and as part of this, boroughs received two-year funding from the Mayors Office for Policing and Crime via the London Crime Prevention Fund (LCPF) in 2017 in order to address key priorities related to crime reduction. Last year we worked with our voluntary and community sector (VCS) to design a range of interventions that have been proven to be successful in the borough and elsewhere, an update on these programmes is outlined in detail further on. By working in partnership with the local VCS they have been able to leverage in additional funding and resource to support this important agenda.

Knife crime

Knife crime includes all criminal offences committed using a knife or a bladed article as a weapon.

Between 2017 and 2018, the number of Knife crime offences has risen by 16. There was a total of 223 offences during 2017, and 239 in 2018. This translates to a 0.06 rate increase. In September 2018, 24% of Harrow residents were concerned about knife crime in their area, increasing from 12% in March 2016.

Quick Facts:

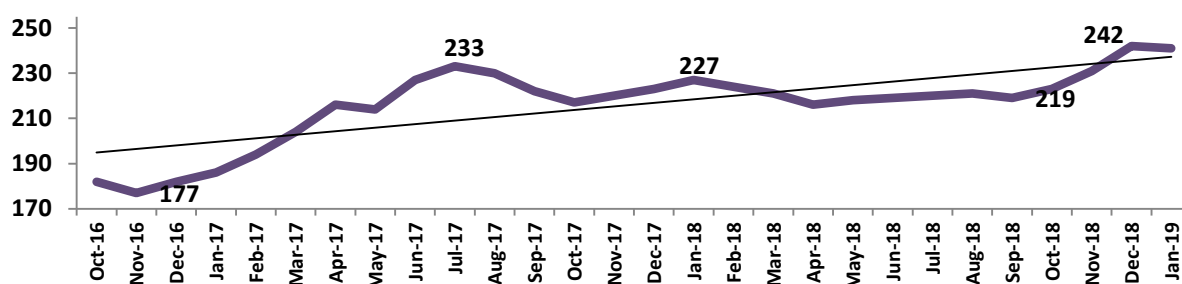


2018: 239 Knife crime offences, **0.96** per 1,000 population

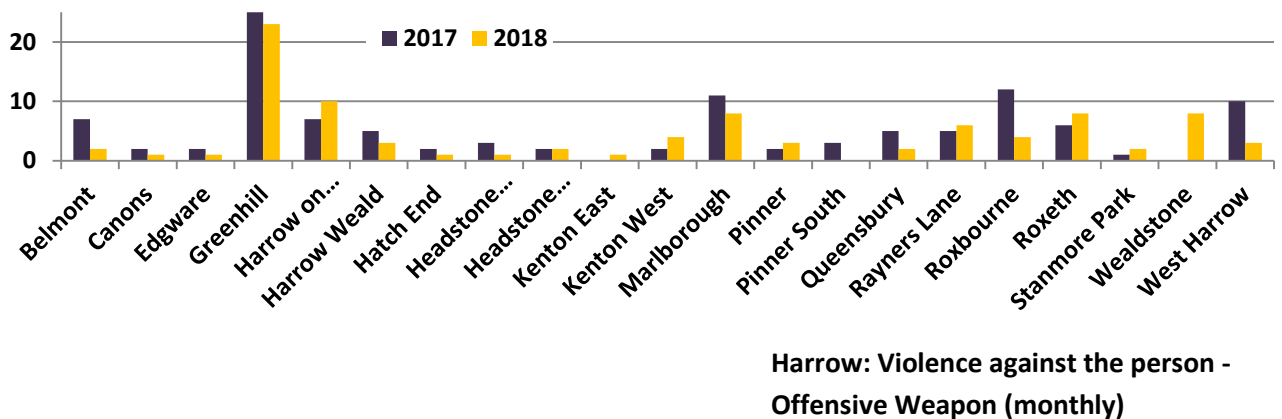
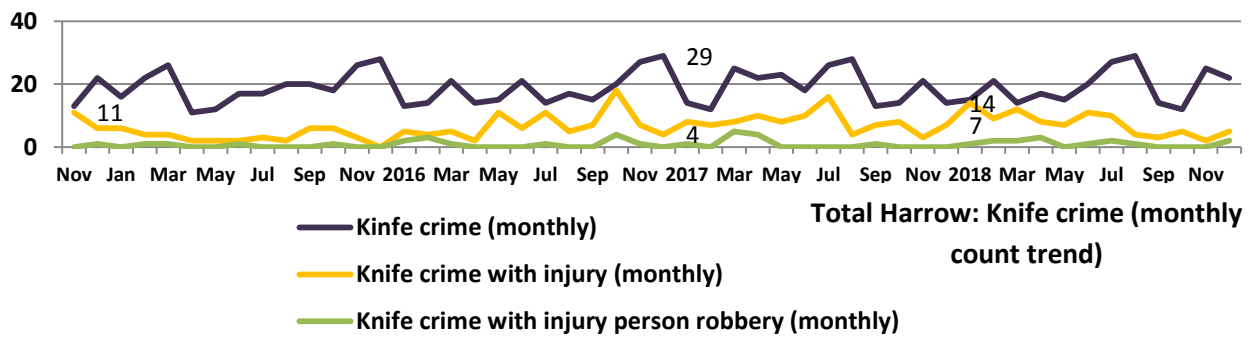
2017: 223 Knife crime offences, **0.9** per 1,000 population

Reduction in proportion of Knife crime that results in injury – but resident concern is increasing

The graph below shows that there has been an upward trend in the number of knife offences over the last two years.



The graphs also show that while knife crime has risen in recent months, there has been a reduction in the proportion of knife crime that results in injury. In December 2017, half of all knife crime resulted in an injury and in December 2018, this reduced to 22%.



Quick Facts:



2018: 30 recorded offences, 0.12 per 1,000 population.

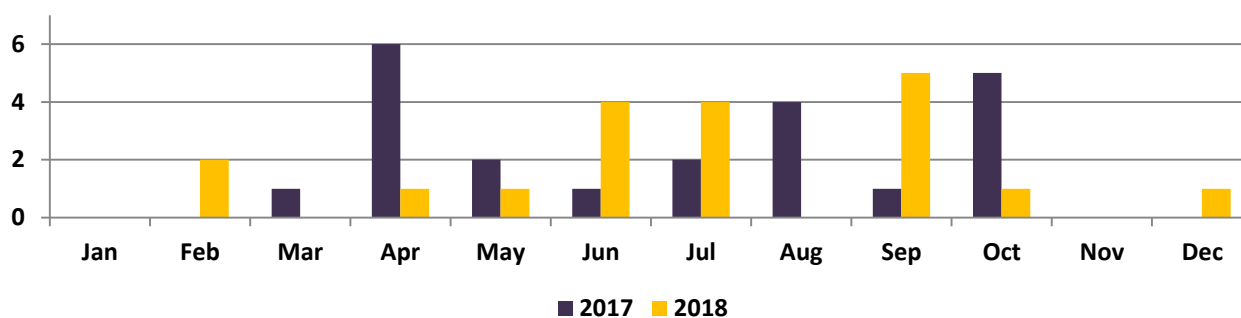
2017: 41 recorded offences, 0.23 per 1,000 population.

Lowest gun crime rate in nearest neighbour group

Gun crime

Gun crime includes any criminal offence committed with the use of a firearm. Also included are incidents where the victim is convinced of the presence of a firearm, even if it is concealed, and there is evidence of the suspect’s intention to create this impression. Both real, and fake firearms, and air weapons are counted within this category.

Between 2017 and 2018, the number of gun offences has reduced by 11. There was a total of 30 offences during 2018, and 41 in 2017. This translates to a 0.04 rate reduction.



Harrow London Gun crime, monthly

The average number of gun crime offences per month over the two year period is 3. Peaks in offending occurred in April and October 2017 and September 2018.

Gun crime	2017		2018		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	69	0.18	78	0.20	9	0.02
Brent	130	0.40	112	0.34	-18	-0.05
Ealing	73	0.21	65	0.19	-8	-0.02
Harrow	41	0.16	30	0.12	-11	-0.04
Hillingdon	56	0.19	59	0.20	3	0.01
London	2586	0.29	2429	0.28	-157	-0.02

Over two thirds of boroughs in London (including Brent, Harrow and Ealing), have seen a reduction in the rate of gun crime between 2017 and 2018. At 0.34, Brent is the only Borough of the neighboring group to have a higher than the London rate of 0.28 offences per 1000 population.

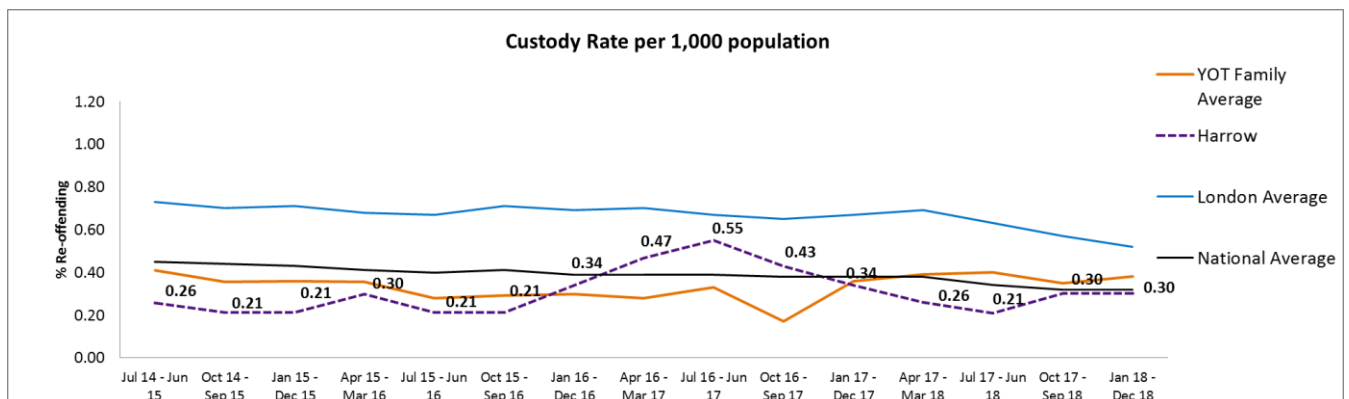
Youth Violence Weapon Based Crime

In previous years Harrow had seen an increase in offences of a serious nature, however during 2018/19 offending has decreased in Harrow with fewer young people entering the youth justice system than in previous years. Types of offending are proportionately similar to last year, with no notable change (or increase) in offences of a serious nature.

In 2018-19 a total of 12 custodial remands (where the young person is awaiting trial or sentence) occurred. This compared to 9 in the previous year (2017/18).

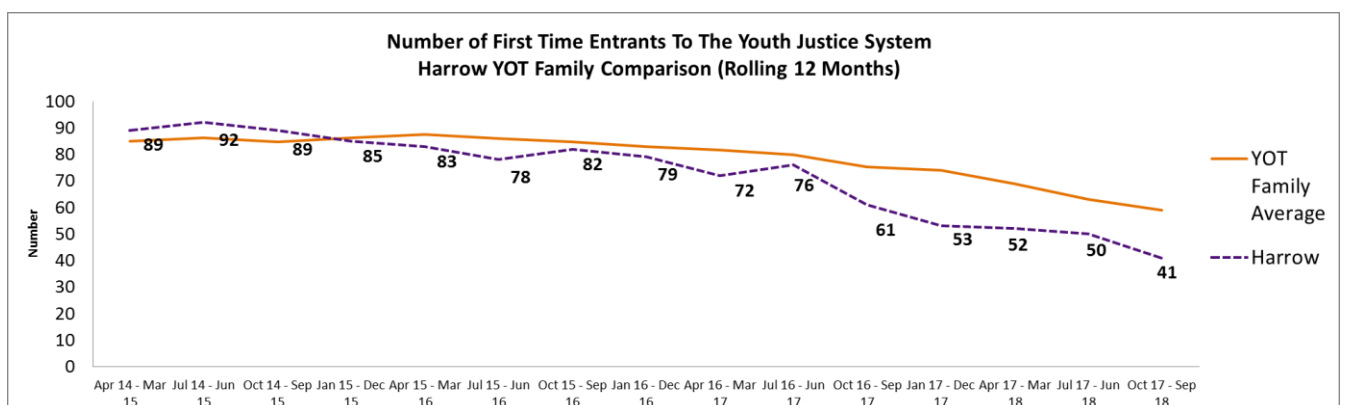
This is monitored through the Youth Offending Partnership Board, to ensure all options were considered prior to remand and only the most serious offences led to these outcomes. Harrows numbers of young people who received a custodial sentence during

2018/19 are 9. This compares to six young people for the previous year (2017/18). The latest Custody rate for Harrow is 0.30 per 1,000 population. This is lower than YOT family and London averages.



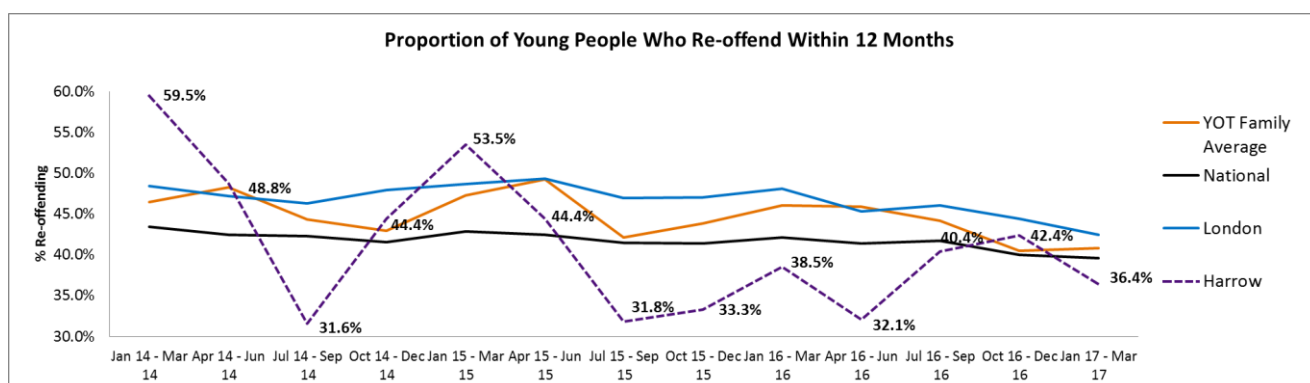
Repeat Offending rates and First Time Entrants into the criminal justice system demonstrate a positive trend. Note there is a significant time lag on YOT data as national data is collected and verified and that the dates on reoffending graphs refer to the date of the original offence.

Harrow has shown a steady decline in the numbers of first-time entrants over the past few years. The latest data for Harrow (Oct 17 - Sep 18) shows a decrease of 34% on the same period in the previous year (Oct 16 - Sep 17). This is 41 first time entrants compared to 61 last year. As a rate per 100,000 population this is 0.30, which is lower than YOT Family comparators, National averages and London Averages.



Re-offending rates for Harrow have been variable. In general, we tend to fall below our comparators. Harrow's latest figure (Jan 17 - Mar 17) is 36.4%, 12 re-offenders from a

cohort of 33. This compares to 38.5% for the same period last year (Jan 16 - Mar 16) and is a decrease of 2.1%.



The Triage service continues to demonstrate a positive trend in successfully diverting young people away from the Youth Justice System. Local analysis tracks those young people who were subject for triage for 12 months, to see if they enter the criminal justice system. The last quarter for 2017/18 shows of the 6 young people who received Triage intervention, only 1 (16.7%) went on to offend.

Youth offending and offensive weapons

Offensive Weapon Offences	2016		2017		2018		Change
Possession of firearms	5	13.5%	3	7.0%	1	3.8%	3.1%
Possession of an offensive weapon	21	56.8%	1	2.3%	0	0.0%	2.3%
Possession of knives and similar	8	21.6%	27	62.8%	14	53.8%	8.9%
Possession of other weapons	3	8.1%	12	27.9%	11	42.3%	-14.4%
Total	37		43		26		

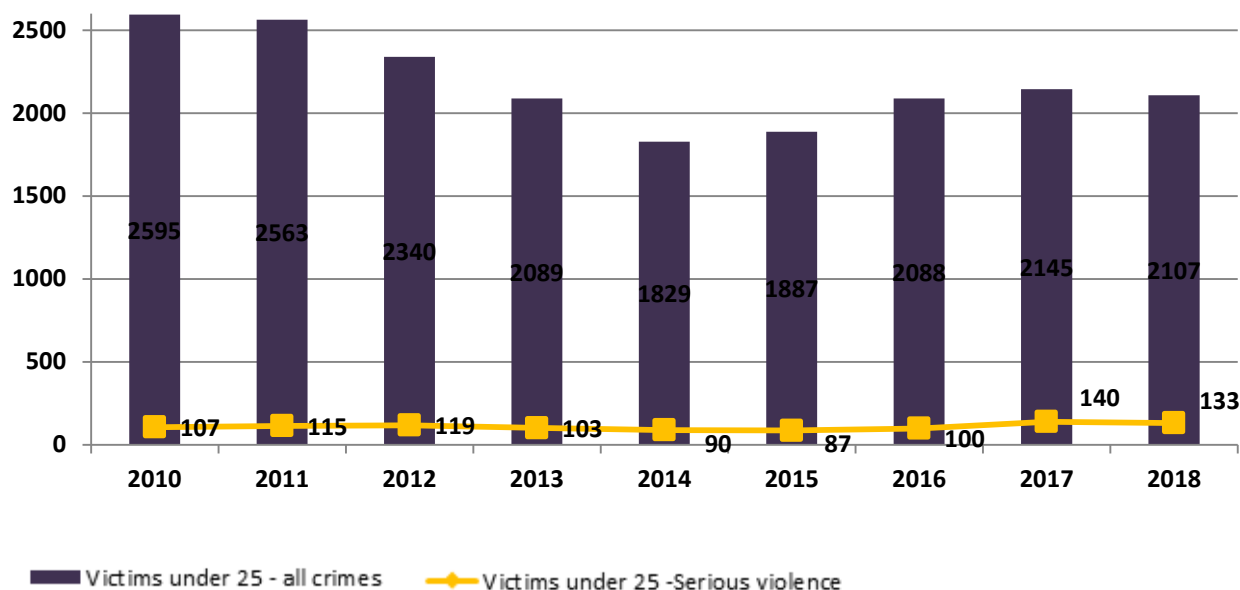
NB. The decrease in 'possession of an offensive weapon' since 2016 is due to this offence category no longer being used.

Offensive weapon Possession has decreased in 2018, with only 26 offences compared to 43 in 2017. There is a slight increased proportionately (8.9%) in Possession of knives or similar, and a proportionate decrease in possession of other weapons (14.4%).

Serious Youth Crime victims

Between 2017 and 2018, the number of serious youth violence victims has decreased by 7. There was a total of 133 offences during 2018, and 140 in 2017. This translates to a 0.09 rate reduction.

The graph below shows that there has been an upward trend in recorded serious youth crime victims since 2015.



There is also slight upward trend in the proportion of victims of serious youth violence since 2015, as in 2018, they account for 6.3% of all youth victims of crime in the borough and 4.6% in 2015.

Objectives:

1. *To reduce the number of young people involved in youth violence and gang crime and to reduce the number of young people carrying offensive weapons (guns and knives)*
2. *To develop a shared and consistent understanding within both primary and secondary schools on the issues of sexual assault, child sexual exploitation and digital exploitation, and to promote a culture of awareness of child exploitation.*

Progress So Far

- Safer Harrow has responded to the rise in youth violence in Wealdstone, South Harrow and Rayners Lane and are continuing to build on developing a Youth Offer as part of the Councils Early Support Offer. The Youth Offer is aligned with the Youth Offending Team and one Deputy Team Manager now oversees the work of the Out of Court disposals (diversion from courts) and the Youth Offer, ensuring as many young people as possible are engaged in positive activities and have an array of support available to target support for those considered at risk.
- Young Harrow Foundation, in partnership with Harrow Council and over 50 voluntary organisations conducted the largest ever analysis of young people's needs in Harrow.

This was made up of a combination of an extensive survey of young people aged 10-19 living in Harrow; data and focus groups led by the charity sector; and a council data review. Youth violence was cited as a significant need in the area across the board – with young people themselves citing it as the second highest priority they would like support with. The final report was published in June 2018. To date the council continues to work on the issues highlighted by our young people in the report with the overarching aim of the inclusion of the youth population in designing and delivering services in Harrow based on the needs identified.

- Series of primary schools-based engagement programme aimed at raising general awareness around crime and personal safety. This has been a very successful with very positive feedback from the schools. Parents events have also been delivered to discuss transition from year 6 to year 7 and the pressures on children amongst other things. The School engagement programme is also now being delivered via the Youth Offer in Secondary schools in the borough, notably Whitmore & Cannons School. It is envisaged that by the summer of 2019 there will be designated Youth Offer Link worker tied to every Local Authority Secondary school in Harrow. This will mirror the support being offered to all primary schools from Early support practitioners already linked to all the primary schools in Harrow.
- **Secondary Schools** – 3 schools have signed up to anti-knife crime seminars run by one of the school's officer with assistance from HEMS, mother of a fatal stabbing victim supported by the Ben Kinsella Trust. To date these seminars have been delivered at one (The Helix) of the three schools. However, work remains ongoing in arranging the delivery of these seminars at the two other schools.
- The Youth Offending Team (YOT) continues to work in partnership with Prospects whereby a workshop on the impact of having a criminal record on future life chances is delivered. This work will be considered as part of the wider offer to schools.
- **Ignite Project:** The Council has continued to work with Ignite, a well-known voluntary and community organisation, with a team of experienced youth workers, and recruited a full-time Gangs Worker for the Rayners Lane Estate and South Harrow area. The programme is specifically aimed at working with young people connected to known gangs in the area and those who are engaged in high levels of anti-social, violent and criminal behaviour.

In July 2017 a full-time gangs worker was recruited and the organisation was able to attract additional match funding to recruit a second part-time worker to work with the full time gang's worker on this project. The organisation also secured a total of £75k

funding from Lloyds over 3 years (£25k per year) and secured £840 funding for a 12 week Youth Club pilot in Grange Farm and support staff/food and rental £720 in kind. We have already seen 217 sessions taking place with young people, with 99 individual young people engaged in positive activities and 78 mentoring sessions and 139 employment/education support sessions already delivered, which include Grange Farm (early intervention) youth club; Basketball on Thursdays; Gym memberships. In addition to this, 108 young people have been engaged with detached services; out of these 62 young people have demonstrated improved self-efficacy; 32 have started making positive choices; 35 have increased their aspirations. Further work is still being developed to ensure that the Gangs Worker works in close partnership with the Community Safety Team, including sharing intelligence and anecdotal insight on a daily and frequent basis.

- **Unblurred Lines:** Two of the issues that have caused the most anxiety in schools have been 'unhealthy relationships' and 'digital exploitation'. The MASH team, and in particular the Education Lead, are contacted frequently to discuss concerns around these issues.

Vulnerability to sexual exploitation is a concern in high schools all year round but in the run up to the six-week holiday there is a greater anxiety and we wanted to support the schools in educating the teenagers to keep themselves safe over the holiday and going forward. After a presentation by Shanice Grant, Sexual Exploitation Digital Specialist, at the Safeguarding in Education conference it became clear that primary schools are becoming increasingly worried about the impact of mobile phones and social media on their years 5 and 6 particularly in the run up to the summer holiday where many young people are being given their first phone and parents may be ill informed about the potential risks.

We have invested in community theatre group Unblurred Lines going into six targeted high schools to run half day workshops on Healthy and Unhealthy relationships through a series of active drama games, discussion-based exercises and key learning through creative outlets. Unblurred Lines have a track record of delivering workshops for local authorities and are committed to the idea of teaching young people to keep themselves safe.

- They delivered half day workshops in four targeted primary schools to 480 children and 192 pupils in secondary schools to explore social media and online safety through the same means. The feedback from both the pupils and teachers has been very positive citing the workshops have had a huge impact and a change in thinking.

- **Wish Project** – the Council commissioned WISH to generate a cultural shift within schools on the issue of sexual assault, CSE, and digital exploitation violence, and promote a culture of awareness through workshops. In 2108/19 the project worked with ten schools reaching 545 children, developing a greater awareness of the risks of digital exploitation and an improved sense of safety about prevention of sexual assault. 72% of 85 children and young people who have been victims of Child Sexual Exploitation or sexual abuse who have accessed the long term support of the project report significant improvement in their sense of safety from repeat victimisation, evidenced by Young Person’s Core. 65 % of 45 CSE victims evidenced a significant improvement in their recovery from the impact of the abuse.
- To provide a better joined up approach to tackling serious violence, London Crime Prevention Funding (LCPF) has been secured to put in place a 2-year fixed term Serious Violence Co-Ordinator to act as a single point of contact for the Council around such issues, and enhance partnership and intelligence led approaches.



Synergy: in 2017 the Council invested in a drama programme with Synergy Theatre. Synergy have a proven track record in working to rehabilitate ex-prisoners and have featured in the national press for

their successful work in changing the attitudes and behaviours of participants and the audience. The production company has been working in a select number of targeted schools where young people are at risk of entering the criminal justice system to help them discover alternative pathways and become an integral and meaningful part of society. Synergy have developed a ground breaking, interrelated programme of artistic work that seeks to build a bridge from prison to social reintegration, prevent young people from entering the criminal justice system, and inspire change by capturing the imagination and affecting the feelings, behaviours and attitudes of participants and public.

Over the last two years Synergy has delivered eight creative, art and drama programmes to prevent youth violence across Harrow including film making, drama devising, playwriting reaching more than 950 young people.

92% of young people who watched the Synergy Play/Film said that it helped them to understand the effect and consequences of criminal behaviour.

100% expressed increased confidence having taken part in a Synergy project

80% of young people found the experience of interacting with ex-offenders useful

Going Forward

- Harrow has seen a particular rise in youth violence in general, and in light of this increase, and in response to offences linked to knife crime and serious offences involving stabbings, the Council have developed a Youth Offer as part of the Early Support Offer and in conjunction with Youth Offending Team to directly address young people who are vulnerable to being either victims or perpetrators of such crime. In particular the YOT delivers the Tall ships project (a week's residential trip) alongside Harrow school and the Summer arts project (targeted summer activity programme) which is accredited. Young people also have access to the Gold Seal project which consists of three strands of learning (business & enterprise, music production & lyric writing). The No knives Better Lives, weapon awareness course is also on offer. The

programme is run jointly with the metropolitan police and involves young people going to the Old Bailey/Central Criminal Court to engage in interactive talks with Barristers/Surgeons/Police Officers/victims and either the Ben Kinsella/Kiyan Prince Foundation). It is a discussion-based intervention (with pictures/slides etc used). This programme is open to all young people but especially so for those who have committed knife related/violent offences or are at risk of being involved in gangs/serious youth violence.

- As many young people report that they carry knives on the basis that they feel unsafe and as a result, more activities which develop confidence and emotional resilience are required. The Council therefore will increase its efforts to engage with Harrow's Youth Parliament to seek the views of young people on increasing sessions which involve creative arts (including dance, drama, art, and music) across the borough and will introduce these sessions in youth centres across the borough at the earliest possible opportunity.

The Council will continue to work with voluntary and private sector organisations in order to design and subsequently deliver these sessions. This is because feelings of insecurity can be addressed by providing opportunities for self expression. Creative arts such as music, dance and drama offer a way of doing this. Furthermore, public speaking – which teaches debating skills – enables young people to investigate their views and challenge those of others so that they can become more inclined to develop opinions on the world around them. In this sense, it increases their confidence in expressing their ideas and so would help to tackle the sense of insecurity which results in some young people carrying knives. Further examples of collaborative working based on the needs analysis comes in the form of the YOT beginning the process of identifying “Community Champions” from their cohort of young people. In addition a specific piece of co design work is being carried out jointly with the Children Commissioners in which young people, including those from the Youth Parliament, children accessing the YOT, CAMHS & Youth offer will form a focus group. The aim being to have a say on the future design of mental health services for young people.

- Harrow Council will maintain current working relationships with the police and voluntary sector partners in order to raise awareness of violence, vulnerability and exploitation, and serious youth violence as well as introduce a gangs awareness course in youth centres and other sites across the borough across the borough as part of the Youth

Offer.

- In addition, the council will also attempt to deliver these in wards where gang crime is a particular issue. Young people– particularly those who are vulnerable to crime – will be targeted to access the provision on offer and engage in workshops and consultations with youth workers and the police. These workshops and consultations will also contribute to the needs analysis set out above.
- The Council will continue to engage with and listen to the Youth Parliament, working together to address concerns and take forward interventions
- The Council will also seek to work alongside local employers and voluntary sector organisations to improve the offer to young people to engage with work experience and skills based programme's and will work with local businesses and employers in order to design and subsequently seek to implement this.
- The Council will also work with partners with the aim of introducing a mentoring programme (potentially volunteer led) for vulnerable young people and those who could become involved in crime. As schools will be critical partners in this, once established, the Council will work with schools on the delivery and roll out of any mentoring programme. The Council will also continue to adopt a variety of methods including coaching as a way to ensure young people are advised, supported and encouraged to develop their skills and maximise their potential. All engagements currently provided via the Youth Offer, and Xcite are based on a coaching principle which is focused on achieving sustainable and positive outcomes, ensuring engagement is meaningful and purposeful. However, all interactions with young people are underpinned by developing trusting relationships with young people. Regarding the YOT, who supervise young people on community and custodial orders engagement work continues to focus on positive outcomes via methods noted above.

Contextual Safeguarding – A pioneering approach in Harrow

As children move into adolescence they begin to spend more time away from parental supervision with their peers, at school, in community and online contexts. In addition to many positive experiences, time spent in those spaces can increase their exposure to exploitation and other forms of abuse. Parents generally begin to notice that they have little influence over these extra-familial contexts and traditional child protection systems have at times struggled to effectively respond to keep young people safe when using approaches that largely intervene with families affected by these issues, rather than tackling the contexts that exploitation is occurring. A team at the University of Bedfordshire

have been developing the concept of Contextual Safeguarding since 2011 to address this limitation in current approaches, and in 2018 the term was introduced into Working Together to Safeguard Children.

Last year Harrow council, through a partnered approach with the VCS, was successful in securing funding under the Home Office's Early Intervention Youth Fund to implement a pioneering new early intervention programme for young people in Harrow, which is rooted in contextual safeguarding.

Work is already underway to train strategic leaders and practitioners on this new model of working, which will enable decision makers to understand the implications of the approach for the development of a strategic vision for young people at risk, the formation of safeguarding partnerships, and the commissioning of services. This will give participants the opportunity to identify how council-wide portfolios can play a role in implementing contextual safeguarding.

This innovative new approach attempts to 'close the gaps' between the youth justice system, school and Voluntary and Community Sector (VCS) run youth services by bringing in the community around the most at-risk young people. Through these VCS partnerships with Khulisa, Ignite, WISH and Synergy Theatre Project, the project will reach schools and community / youth centres in 'hot spot' areas across Harrow through a range of artistic and aspirational engagement. By directly reducing the risk factors that young people face and by providing effective early interventions that meet individual need, young people themselves will feel safer, happier and better supported to make positive choices. Likewise, those who support them at home, at school and in the community will have improved their abilities and confidence to intervene positively in their lives. Through this programme we expect to see reductions in youth-on youth violence, gang related violence and overall levels of knife and weapon carrying. Over two years, this will drive a reduction in the incidence and severity of serious youth violent crime in 'hot spot areas' of Harrow and the wider borough.

In addition to this, the council has invested in new software cloud-based called E-Cins, which allows the partnership to gain access to a wide range of information in order to have maximum impact in hotspot areas and with the most at-risk people, rather than simply firefighting. E-Cins makes it easy to identify an individual who has both mental health

issues, is in a vulnerable domestic situation and could become involved in gang-related activity or exploitation. The software is unique in empowering public sector practitioners such as the police, local authorities, probation and their multi-agency partners to manage just one, a range or all their areas of business at once enabling everyone to see the bigger picture, even across borders.

Specifically, the programme uses a range of partners under the umbrella of a single project to deliver mentoring, 1-1 and group counselling, low/high intensity social and emotional skills training, and provide parenting support and specialist training for professionals on managing conflict, applying contextual safeguarding principles, and using trauma-informed and restorative approaches. This is being delivered by a number of organisations through several strands:

1. The University of Bedfordshire is providing training sessions for professionals and members of the public on the concept of Community Guardianship and the Contextual Safeguarding Approach.
2. Harrow Council have employed a full time Contextual Safeguarding Practitioner who will deliver a series of parenting programmes aimed at strengthening parents' understanding of risk outside of the home and how to manage this within a contextual safeguarding framework. The programme will focus on missing, exploited and trafficked children and young people within Harrow.
3. Ignite has employed a full-time gangs worker to deliver mentoring programmes in six sites across Harrow. Some of the areas of concern are Rayners Lane, South Harrow, and the Wealdstone areas, with emerging youth violence in the Greenhill area. The gangs worker has been seconded into the council one day a week and works closely with the council's VVE and Community Safety Team to target specific young people who are involved in gangs and criminal activity, as well as young people at the periphery of crime.
4. Synergy is delivering a series of drama performances called 'Blackout' to year 9 and 10 pupils in a select number of targeted schools where young people are at risk of entering the criminal justice system; the aim is to help young people discover alternative pathways and become an integral and meaningful part of society.

5. Khulisa is providing support to at-risk children with a 3 day behavioural change and personal development programme. The project uses a range of creative learning techniques, including art and drama therapy. They will also deliver staff training sessions helping teachers to identify and respond to the effects of trauma in young people.
6. Wish is working with children and young who face issues around self-harm, they are also working in targeted secondary schools to deliver assemblies around child sexual exploitation and self-harm.

The overarching outcomes of this programme are to:

- Help keep young people from falling in to serious violent crimes.
- Reduce risk factors young people face and provide effective early intervention that meets individual needs
- Create cultural change in family homes and amongst workforce.
- Create individual change for children and young people.
- Respond to young people's needs and intervening with them in a way that responds to their own personal circumstances and challenges

Home Office funding for this programme comes to an end in March 2020, and a formal external evaluation will be carried out by Ipsos Mori early next year. However, Ignite, Wish, Synergy and Khulisa will continue to be funded for this project under other external funds, and we are now exploring options to ensure the other strands of this programme can become sustainable.

The Ripple Effect Intervention Plan

Following the rapid rise of knife crime and anti-social behaviour in Harrow, a meeting was held with the key stakeholders including the Safer Schools Police Officer, a bereaved parent of knife crime following which the Helix Head-teacher conceptualized the Ripple Effect Intervention (REI) Strategy. It is also intended as an attempt to address a series of grave concerns arising from discussions with pupils permanently excluded to the Helix from Harrow schools involved in, or associated with gangs, gang members, or individuals affected by knife crime, with special focus of particularly youths from the African-

Caribbean community who are statistically recorded and evidenced as the highest group of both victims and perpetrators in the borough of Harrow and the city of London.

The likely success of the REI strategy model initiative, in addition to the involvement of the wider Harrow Education and Children and Young people Support Services, would depend largely on the involvement, agreement and support of the Harrow African-Caribbean community; based on their acceptance of the need for action by parents and community members to curtail the ruthless acts of violence by the use of knives. To this end, the Helix Head-teacher has requested the involvement of the Harrow African-Caribbean Organisation's involvement in the initiative as well as the involvement of parents' of pupils excluded to the Helix for the possession of knives.

The REI strategy concept is based on the analogy of the simultaneous impact in all directions of a pebble (interventions) dropped in a pool of water (Harrow & Wealdstone) to cause a ripple (simultaneous) effect over its immediate environment (Areas in, & triggers of Knife Crime in Harrow & Wealdstone).

The REI Strategy appears as potentially the ideal model of strategic intervention to address the multi-faceted causes or roots of the use and rise in Knife Crime, particularly in the London borough of Harrow & Wealdstone (and possibly in other areas in London). Therefore, the aim of the REI strategy is to bring together all the relevant Harrow & Wealdstone established community groups, impacted on by knife crime (Schools, Children & Young People, the public, Social Services, etc.) to work together through a continues phase in a cycle of planning, implementation of intervention plans, assessments and evaluation of expected success outcomes and impact.

Modern Slavery

Modern slavery is a growing problem in the UK – a highly complex crime which is often perceived to be a “hidden” crime. It encompasses human trafficking, slavery, servitude and forced labour. A modern slave is someone who is; forced to work through mental or physical threat; owned or controlled by an employer, usually through mental or physical abuse or the threat of abuse; dehumanised, treated as a commodity or bought and sold as property; and / or physically constrained or have restrictions placed on their freedom.

There is no typical victim of slavery; however, it is normally more prevalent amongst the most vulnerable groups, and within minority or socially excluded groups. Child victims are victims of child abuse and should therefore be treated as such using existing child protection procedures and statutory protocols.

Victims of modern slavery can be found anywhere. There are certain industries where they are currently more prevalent, such as nail bars, car washes, agriculture and fishing, building sites and the sex industry. Other high-risk situations include when there is a need for a sudden injection of workers into the work force, such as seasonal staff or construction for a major event. However, victims may also pass through transport hubs, health services and other public places or be found in private homes.

Modern slavery figures

The National Crime Agency reports quarterly and annually on the number of referrals of potential victims (PV) of modern slavery made through the National Referral Mechanism (NRM) across the UK from all agencies that are first responders of modern slavery. It is widely recognised that the statistics available on modern slavery are an underrepresentation of the reality and do not fully reflect the scale of the problem. NCA figures reflect only those cases reported to the NRM and figures published are NRM referrals not decisions.

In 2018 nationally there were 6,993 potential victims referred to the NRM; an increase of 36% on 2017 and more than 80% on 2016. The referrals comprised 39% females, 60% males and less than 1% transgender. 55% were referred for adult exploitation and 45% for exploitation as a minor. Minor exploitation referrals have increased by 48% from 2017, in large part due to an increase in county lines gang exploitation referrals and referrals for unaccompanied asylum seeking children. NCA data shows potential victims of trafficking originating from 130 different nationalities, with UK, Albanian and Vietnamese nationals being the most commonly reported. Potential victims who are UK nationals have increased by nearly 100% from 2017. Labour exploitation, which also includes criminal exploitation, is the most common exploitation type recorded for potential victims exploited as adults and minors, making up more than half of the total number.

The increase in numbers in recent years is attributed to greater awareness, understanding and reporting of modern slavery. Understanding of the threat is much greater than a few

years ago and modern slavery remains a high priority for law enforcement, with around 1,500 criminal investigations currently live in the UK.

The local profile on modern slavery is not fully known. Work needs to continue to review and understand activity on referrals, including the processes in place, and the data on numbers and outcomes. In Harrow, 16 people were referred to the NRM in 2018 – 2 adults and 14 minors – an increase from the two referrals in 2017. By way of context, in 2018 there were a total of 1,342 referrals by local authorities.

Another source of data is from the charity Hestia, who are the leading provider of support to victims of modern slavery in London. In 2018/19 Hestia supported 11 victims living in Harrow at the point of referral. This comprises seven cases of sexual exploitation and four cases of forced labour. It is worth being mindful that since Hestia supported the victims, clients may have moved out or other clients may have moved into Harrow.

Roles and responsibilities

The Modern Slavery Act 2015 places a statutory duty upon local authorities to identify and refer modern slavery child victims and consenting adult victims through the NRM, and to notify the Home Office of adults who do not consent to enter the NRM. The council has a duty to ensure all frontline staff have the knowledge and expertise to spot the signs of modern slavery and are able to appropriately disrupt activity and report cases through the correct channels. By implication therefore, all local authorities should provide frontline staff and their managers with training and awareness-raising on modern slavery, to ensure that they can fulfil this duty to identify a potential victim (PV) of trafficking or modern slavery and know what to do once they have been identified a PV.

The LGA identifies four distinct areas where councils can play a key role:

- identification and referral of victims
- supporting victims - this can be through safeguarding children and adults with care and support needs and through housing / homelessness services
- community safety services and disruption activities; and
- ensuring the supply chains councils procure are free from modern slavery.

Effective partnership working is key to tackling this issue successfully. We need to ensure there is a joined up approach to making links between cases or suspected cases of

modern slavery in order to understand the scale of the problem in Harrow and respond to it in an informed and evidence based way.

One particular area of partnership working which can help tackle modern slavery in the borough is community safety services and disruption activities. Modern slavery is a complex, serious and often organised crime. Under Section 17 of the Crime and Disorder Act councils have a duty to do all that they reasonably can to prevent crime and disorder in their areas, which will include modern slavery and trafficking. There are a range of crimes where councils may come across victims of modern slavery, including county lines, child sexual exploitation, gangs, violent crime, drugs and begging, amongst others.

Councils are a part of a number of partnerships whose work may have an impact on tackling modern slavery. Information sharing through these partnerships is key to ensuring that disruption activities and enforcement work is targeted effectively. Community safety partnerships are statutory partnerships bringing together councils, fire and rescue services, police, health and probation services as responsible authorities, working together to reduce crime and disorder and anti-social behaviour, reduce reoffending and combat drugs and alcohol misuse. In Harrow, the Safer Harrow partnership board has strategic oversight for tackling modern slavery across the borough.

On an operational level, many parts of the council have powers of entry and inspection that can be used to disrupt the activities of traffickers and criminal networks including; trading standards, environmental health, planning enforcement, and housing inspection. The Government's *Serious and Organised Crime Strategy*, published in November 2018, sets out ways of working to tackle modern slavery locally. This is supported by analysis work by the National Crime Agency which produces serious and organised crime local profiles to brief local multi-agency partnerships and other policing and law enforcement teams on the threat from serious and organised crime in their area. The local profile therefore provides partners with a common understanding of the risks of modern slavery within their own areas.

Councils and their partners can also consider the powers given to them by the Anti-Social Behaviour, Crime and Policing Act 2014 in their disruption activities. Again these powers are best used in a coordinated way across all partners. Disruption activities can include community protection notices for people, businesses or organisations committing types of

anti-social behaviour or closure orders to quickly close premises being used or likely to be used to commit nuisance or disorder. These powers have proved extremely useful in enabling councils and their partners to jointly enter or otherwise target a business or premises suspected of involvement in crimes such as modern slavery and child sexual exploitation.

Where a council has concerns about suspected modern slavery in its area (or other criminal activity), it should consider whether a joint operation and investigation with other partners is appropriate.

Objective: *To ensure there continues to be an effective and co-ordinated response to modern slavery in Harrow, as overseen at a strategic level by Safer Harrow.*

Progress So Far

Officer group and strategic guidance

In late 2017, a cross-council officer group was established to develop an action plan that ensures there is an effective and coordinated response to modern slavery in Harrow. This group established a local base-line for the council and partners' approach to tackling modern slavery, covering aspects such as levels of staff awareness and knowledge, training requirements, processes for intervention, reporting and monitoring, and data availability.

The action plan addresses the gaps identified in the baseline audit and seeks assurance in areas such as governance, levels of knowledge, awareness and activity; policies and procedures; training and guidance for staff and members; procurement arrangements and contract management; problem areas and; corporate profile and communications. The action plan will be integrated into the Community Safety Strategy and VVE Delivery Plan and be taken forward by the multi-agency group, with progress reported quarterly to Safer Harrow.

This officer group has also produced a strategic guidance document detailing the strategic background and local responsibilities and arrangements for the council in tackling modern slavery. This was included in delegates' pack for the annual safeguarding conference in January, as detailed below.

This guidance includes the local referral pathways for addressing suspected cases of modern slavery that have been developed for Adults and Children's Services, and these feed into the NRM process. The single point of contact (SPoC) has been identified as the council's safeguarding leads in Adults and Children's Services.

Children's Services

In Children and Young People Services, key issues include domestic servitude, child sexual exploitation, and children being criminally exploited by gangs. Within Children's Services, Harrow is leading practice initiatives in relation to child trafficking and modern day slavery. Harrow Children's Services was one of four pilot boroughs participating in ECPAT UK's year-long Partnership Against Child Trafficking (PACT) project which concluded in March 2019. This partnership supported Children and Young People Services to assess their ability to deal with child trafficking; improve staff knowledge, skills and confidence in working with trafficked children; and improve data recording and child protection procedures. Learning from the project will be evaluated and applied to the rest of the organisation.

Harrow Council recognised that child trafficking, in particular child sexual exploitation (CSE), "county lines" child criminal exploitation, missing children, gangs, anti-social behaviour, serious youth violence and radicalisation are often inter-related, and we needed to develop a holistic, partnership approach to tackling this issue. We realised that we needed to improve awareness of modern slavery and the risk factors which increase vulnerability, as well as improve our information sharing and our response to this issue.

The Violence, Vulnerability and Exploitation (VVE) team was established within Children's Services in April 2016 and is located in the Children's Access service in close proximity to the Multi-Agency Safeguarding Hub, which ensures that "real time" intelligence and information is shared through these systems. In the Ofsted Inspection 2017, it was recognised that this approach to child exploitation was the most effective way of dealing with CSE and children/young people who go missing.

In June 2017, Harrow further developed a partnership response to modern slavery, with the introduction of VVE daily briefings. The purpose of the daily VVE briefing is to discuss youth / gang /exploitation related incidents in Harrow (or involving Harrow young people), preventing duplication of activity and ensuring the efficient use of resources. The meeting

allows key partners to share fast-time information regarding areas and individuals/groups who present a risk or who are at risk. The meeting has proven effective in enabling all relevant agencies to make prompt and informed decisions, and initiate action to be taken to minimise risk of harm or of potential incidents. All incidents and actions are recorded, tracked and disseminated and help to develop a strategic response to VVE. Where the briefings identify adults at risk of modern slavery (for example, “cuckooing” of vulnerable adults), this information is shared immediately with Adults Safeguarding.

The key partners contributing to the daily VVE briefing include: VVE Team Manager (who is the Modern Slavery Single Point of Contact (SPoC)), Missing Children Coordinator, Gangs and Prevent Coordinator, Education, Community Safety, Youth Offending Team, Police and the Youth Offending Team. This demonstrates a real partnership approach to sharing intelligence to tackle modern slavery in frontline services across the borough.

Partners have shared that prior to the formation of the VVE daily briefing, information sharing was at times limited, disjointed and/or slow; the sharing of information relied heavily on personalities in roles rather than process. Partners have further noted that blockages that were previously experienced have now been removed, and this coordinated multiagency approach has driven a number of successful interventions and disruptions involving Violence, Vulnerability and Exploitation across Harrow. Awareness of modern slavery has increased across Harrow, and this is evidenced in a significant increase in the referrals to the NRM in relation to Harrow young people.

Through participation in the ECPAT partnership and evaluating how we tackle child trafficking issues within Harrow, a number of learning points will allow us to further improve our processes. As a result of the need to monitor and track progress of young people where exploitation and modern slavery is identified, new registrations have been developed on our Children’s Services database (Mosaic). It was identified that the young people discussed at the daily VVE meeting were known or open to different teams across the directorate, and having specific vulnerability markers enabled us to check that young people were referred into the NRM and were receiving a service to meet their safeguarding and support needs.

Adults Services

The Care Act gave social care services responsibilities on modern slavery. In Adults Services, key issues include forced labour and sex workers in brothels who often give false names and move on. Cases are not coming through as more awareness raising is needed. Training is being run by both adults and children's services, although attendance rates are low. Whilst there is still more work to do to ensure our touchpoints with children are fully covered, there is also more to do across a range of services (e.g. housing, health, licensing, education, customer services etc.) to ensure adult victims of modern slavery are identified and appropriately supported, and that such criminal activity is disrupted. The refuse service, for example, visits every household in the borough every week and has been highlighted as one of several opportunities for identifying potential victims in the borough

Joint Safeguarding Conference on Modern Slavery

In January 2019, Harrow's safeguarding boards (Harrow Safeguarding Adults Board and Harrow Safeguarding Children Board) and Safer Harrow held a joint safeguarding conference which focused on the theme of modern slavery. The conference was based around national speakers and practitioner workshops, raising awareness of modern slavery and how working together, partners can eradicate modern slavery in the borough. This was attended by about 150 professionals working in Harrow across various agencies on issues around modern slavery. This is being followed up over Spring 2019, to ascertain how learning has been embedded into practice.

Training

Frontline professionals within the council and NHS have attended a range of training sessions on modern slavery so that awareness of modern slavery is embedded in safeguarding roles and responsibilities. Harrow's community and voluntary sector have also been running training within the community, highlighting modern slavery as part of safeguarding training. Attendance at training to date has been patchy. More training run by Voluntary Action Harrow is planned and should try to attract council officers more widely across services, for example, Licensing, Enforcement and Trading Standards are all part of the wider frontline services who could come across cases of modern slavery in their daily jobs. There is a real need for awareness raising and staff training. The benefits of undertaking this work are to fulfil a legal, social and moral obligation in tackling modern slavery, demonstrating a duty of care to people who are at risk or are victims of abuse and

exploitation. Our commitment to addressing this issue is reflected in the delivery plan which accompanies this strategy.

Objective: *to ensure that all staff who have direct and regular contact with the public can access training on modern slavery to develop an understanding of how to spot the signs of modern slavery practices in the community and the local processes by which to report concerns on potential victims.*

Procurement

In November 2018, local councillors raised a motion at Council on modern slavery and specifically the council stepping up efforts to eradicate modern slavery within its procurement processes and supply chains. There was cross-party support for this motion, which was subsequently adopted by Cabinet.

The Procurement Team is currently piloting CIPS training on modern slavery to ascertain its value and validity for a potential roll out to contract managers across the organisation. Other training around modern slavery in procurement processes is also being explored. There is a need to ensure that the training matches the needs of the organisation in the various types of contracts it manages. Awareness of modern slavery issues for those managing contracts more widely across the organisation remains the challenge.

The Council's standard terms and conditions of contract have been updated to include robust clauses on modern slavery blacklisting and whistleblowing. Similar updates have been made to documentation required during the tendering process such as the self assessment questionnaire (SQ) and Information to Tenderers (ITT).

The council is a London Living Wage (LLW) employer, but not a LLW procurer - Harrow's contracts do not mandate paying the LLW but asks all potential suppliers through the tendering process if they pay the LLW.

Often the challenge is around drilling down on employment practices below the primary contractor, namely sub-contractors. This would be particularly pertinent to Harrow's contracts with the construction and domiciliary care industries where it is widely accepted that concerns around modern slavery practices are more prevalent.

The corporate approach around modern slavery in Harrow's procurement processes is robust – the framework and supporting documentation is in place. The challenge remains enforcing this in a meaningful way and knowing how to act on concerns. There are a number of contract managers across the organisation, managing contracts on different services and to varying contract values or complexities. Arming these contract managers with the knowledge on modern slavery and the council's responsibilities in monitoring remains the challenge for the organisation in taking forward its commitment around modern slavery.

We want to be confident that our procurement arrangements demonstrate a duty of care to workers who are at risk of abuse and exploitation, especially within deep supply chains, in order to ensure that the council is not supporting a slave business with public money. This entails undertaking a review of suppliers and deep supply chains, and establishing whether we are doing enough to protect people from being exploited beyond our legal duty. This is especially relevant to Harrow's regeneration programme where the council will be funding major construction. Areas to focus on will include contract management, training, presence on construction sites, and care services. We also want to enable victims of slavery to report criminal activity and ensure there are appropriate channels where reporting can be done, and that victims have access to relevant and appropriate support.

Objective: to ensure robust application of the council's procurement and contract management policies in challenging concerns around modern slavery practices. This will include work to ensure appropriate training is available to all contract managers so that the modern slavery agenda is part of contract management meetings and service reviews.

Going Forward

In last year's strategy we outlined our commitment to have a system in place which enables the council and partners that are in contact with potentially vulnerable people to spot signs of modern slavery from an early stage and make interventions or referrals as appropriate following an agreed process. Through the work across partners, as coordinated by the officer working group, we are confident that this is now in place.

The modern slavery agenda offers good opportunities to work in partnership across agencies in Harrow to tackle an issue that is becoming more prevalent in society.

The momentum is building, and awareness of Harrow's commitment raised through the annual safeguarding conference. London Councils intelligence has highlighted that Harrow is in a good position to take this work forward and indeed, other boroughs have approached Harrow for advice on how to take the agenda forward within their own areas.

Now is the time to build on this momentum and cement commitment from partners across Safer Harrow to take the next steps. Modern slavery needs to be seen in a wider context than safeguarding alone, in the context of community safety, and more widely within services that have "eyes and ears" in the community. There should be mechanisms for intelligence across services and agencies to be shared more freely.

As reflected in the objectives in the Delivery Plan around tackling modern slavery, to build on the momentum achieved to date in order to make Safer Harrow's commitment to tackling modern slavery a meaningful one, the focus for the year ahead will be on:

- Training at frontline level of wider services and making sure that staff in all services have an understanding and awareness of the modern slavery agenda.
- Training across the council to ensure awareness of the modern slavery agenda is a part of contract management meetings and service reviews.
- Robust application of the council's procurement and contract management policies which now include measures to challenge concerns around modern slavery practices.
- Continued commitment within partnership work.



Linh is a 15-year-old Vietnamese young woman. Linh was trafficked to the UK for the purpose of sexual exploitation. In 2017, Linh escaped from a house in West London after a man tried to rape her, and a member of the public found Linh

walking the streets of Harrow in a distressed state and took her to Harrow Police Station. Harrow Police referred Linh to Children and Young People's Services, and she was immediately placed with a foster family due to her age and vulnerability.

Linh was initially very reluctant to share information with either the police or social workers, and seemed afraid to talk to a person in authority. Prior to coming to the UK, Linh, an only child, reported that her father had sold her to some people and handed her over to a man, and was advised by her father to follow the man.



Linh believes her father sold her as he was in a lot of debt. Linh explained that her father handed her to a person in China and she lived in China for two weeks and before travelling by plane to an unknown country in Europe. When she arrived in Europe, a woman took her pictures and made her a passport. Linh reported that she was not allowed to leave the house for approximately one month, and someone always guarded the door to prevent her from leaving. Later, Linh was taken by a car with six other people and was then transferred to a lorry with more people which took her to the UK. When Linh arrived in the UK, a man took her to his flat and forced her to have sex.

Linh presents as a traumatised young person, and as a child without family in the UK, she has been accommodated under the Children Act, 1989. Linh's social worker has developed a care plan with Linh, and this includes her health, educational, emotional, welfare and legal needs. Her social worker completed a trafficking assessment and made a referral to the National Referral Mechanism. A decision was made that there are reasonable grounds to believe she is a victim of modern slavery (human trafficking).

Female Genital Mutilation (FGM)

Female genital mutilation (FGM) refers to procedures that intentionally alter or cause injury to the female genital organs for non-medical reasons. FGM is a criminal offence – it is child abuse and a form of violence against women and girls, and has been illegal in the

UK since 1985, with the law being strengthened in 2003 to prevent girls travelling from the UK and undergoing FGM abroad¹¹.

Harrow data for 2017-8

	Distinct individuals Total	Newly Recorded Total	Attendances Total
Annual data 2017-18	70	40	380
Q1 (Apr- Jun) 2018-19	25	10	75
Q2 (Jul- Sep) 2018-19	30	15	80
Q3 (Oct- Dec) 2018-19	35	10	80

Note:

Values 1-7 are rounded to 5 - all other values are rounded to the nearest 5.

Distinct Individuals refers to all patients in the reporting period where FGM was identified or a procedure for FGM was undertaken. Each patient is only counted once.

Newly Recorded refers to a individuals first appearance in the FGM dataset. Newly recorded does not necessarily mean that the attendance is the woman's or girl's first attendance for FGM.

Total Attendances refers to all attendances in the reporting period where FGM was identified or a procedure for FGM was undertaken. Women and girls may have one or more attendances in the reporting period.

Between April 2018 and March 2019, around 30 cases of FGM were newly recorded on women and girls living in Harrow^[2],

¹¹ Under section 1(1) of the Female Genital Mutilation Act 2003, a person is guilty of an offence if they excise, infibulate or otherwise mutilate the whole or any part of a girl's labia majora, labia minora or clitoris. Section 6(1) of the 2003 Act provides that the term "girl" includes "woman" so the offences in section 1 to 3 apply to victims of any age.

FGM in Harrow

In Harrow, work and responsibility around FGM is spread across a number of strategic boards, services and agencies. These include the following:

Harrow Safeguarding Children's Board (HSCB)

The HSCB forms part of the new Strategic Safeguarding Partnership for Harrow, which is the main statutory body responsible for ensuring that agencies work effectively together to safeguard and promote the welfare of children in the area. As well as a criminal offence, FGM is a child protection matter when girls under the age of 18 years are affected. As such the HSCB ensures that multi-agency pathways are in place to refer and respond to concerns of FGM as well as monitoring the effectiveness of those arrangements.

- In response to relatively low referral rates for FGM into the Multi-agency Safeguarding Hub (MASH) compared to our statistical neighbours, the HSCB established an FGM Task and Finish Group to explore the reasons and to identify any areas for development.
- As members of the Task and Finish Group, the Local Authority set up collaboration with Barnardo's, which involved the commissioning of an FGM specialist to help raise awareness across the partnership and embed good practice?
- The FGM specialist contributes to the HSCBs annual learning and development programme which is accessed by the wider partnership
- The HSCB's commission through Voluntary Action Harrow ensures that FGM, breast ironing and other gender related abuse is included in the voluntary sector's safeguarding training programme.
- The Task and Finish Group also instigated an audit into the quality of risk assessments undertaken by the health sector as their referrals were markedly below what was expected given local demographics and the number of adult women known to have been affected by FGM. The audit is currently underway.

Local Safeguarding Adults Board (LSAB)

An adult safeguarding concern is any worry about an adult who has or appears to have care and support needs, that they may be subject to, or may be at risk of, abuse and neglect and may be unable to protect themselves against this. The adult does not need to be already in receipt of care and support.

^[2] Data below national level is suppressed: all numbers between 0 and 4 are obscured with an asterisk, and all other numbers are rounded to the nearest five in order to provide an additional level of suppression to obscure small numbers.

A concern may be raised by anyone and can be in a number of areas e.g. physical; sexual; financial; emotional; discriminatory; hate crime; domestic abuse; human trafficking; honour-based violence; neglect/self-neglect and FGM.

In response to a concern being raised this will be screened and a Safeguarding Adult Manager will convene a safeguarding adults strategy meeting. The meeting will establish whether the woman has had information about the harmful nature of FGM and the law in the UK. If not, this information will be made available. The strategy meeting will also establish the outcomes the woman wants to achieve, her mental capacity to reach that decision. Consideration will also be given to whether other females in her family are also at similar risk, with relevant referrals made to Children's Services through the MASH. Each woman who has been referred to Harrow Safeguarding Adults Team, where the assessment identifies a continuing risk of FGM, the first priority is protection and consideration will be given to legal action and criminal prosecution. If the safeguarding enquiry determines that FGM is a risk, the category of abuse is physical abuse and the pan London multi-agency procedures will be followed.

Children's Services

From recent data analysis held by DfE it indicates that Harrow is an area of relatively high prevalence compared to other authorities in England for female genital mutilation (FGM). FGM and other harmful practices (HP) are hidden forms of mainly intra-familial child abuse, and as such difficult to identify and record accurately.

An opportunity was founded between Harrow Children's Services to enter into a joint DfE innovation funded initiative around FGM. The partnership arrangement with the National FGM Centre with the view to improve practice amongst social care, partner agencies to address concerns of FGM and implement safeguard as well as preventative work. Deliver training and enrich the current FGM policy and procedures in Harrow.

The work commenced jointly funded a FGM Social Worker in the MASH team with development in FGM identification and Referral. FGM lead in MASH to work with all agencies in promoting understanding the communities that are impacted by FGM include but are not exclusive of those in Africa. Improve practice of all social workers to ensure that an FGM Risk Assessment is consistently completed when working with cases where

FGM is a potential concern. FGM lead in MASH to work with all agencies in understanding that FGM is not only practised in Muslim communities. FGM lead to work with Health Leads in Harrow to improve identification of possible FGM and feel confident in referring these concerns. In line with best practice, when possible, cases of FGM should be assigned to female Social Workers.

Progress So Far

- A multi-agency Training package has been developed and is in place supported by HSCB Learning and Development Programme
- A new local FGM guidance for safeguarding children has been produced by the FGM Lead and is awaiting HSCB endorsement, which will then be disseminated across the Borough.
- Regular scrutiny of Q4 data takes place by the HSCB's Quality Assurance Sub Group—revealing that referral rate for FGM into MASH from health sector was significantly lower than London average, statistical neighbours and in the context of the demographics in Harrow. Challenge to health sector raised by the HSCB. HSCB Task and Finish Group set up involving FGM leads for LA, health, police, Public Health and Education. This led to the HSCB audit of FGM Risk Assessments undertaken by health sector – audit now in progress.
- The HSCB continues to support the Norbury led FGM Focus Group that is held at the Mosque, which shares information across the partnership and voluntary sector.
- The HSCB and member agencies are also taking part in the government funded review being carried out by the University of Bedfordshire which has been commissioned by the Department for Education to carry out an independent evaluation of the National FGM Centre's ongoing work around FGM and child abuse linked to faith or belief.
- The Adult Safeguarding Board has received a presentation about the issues relating to FGM
- Training is delivered to social care and partner agencies on a quarterly bases through the year
- Agreements with health services for FGM lead to support midwifery team in a risk assessment for FGM cases.



Schools in Harrow have been working with NSPCC and FORWARD on FGM.

Norbury School is the leading primary school in the NSPCC Talk PANTS programme and lead in Female Genital Mutilation education, working alongside the Azure Project with the Metropolitan Police.

*The school had six months of regular meetings with stakeholders including health services, children's services, their parent group, the voluntary sector, the police, cluster schools and charities to understand **the facts, the various educational approaches, training and** engagement with communities.*

Following these meetings, the school created their own FGM lesson plans, resources and approaches which they shared with their stakeholders and modified as required. All Year 5 & 6 pupils' parents met the school and reviewed the resources before the lessons were piloted and INSETs were held for their staff, governors and parents. Under the slogan



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

Going Forward

- The Adult Safeguarding Board will continue to raise awareness of FGM and cover the topic in its training programme
- Continued improvements in the area of Prevent new cases, by building effective strategies for the identification and support of at-risk girls and creating changes in community attitudes
- Protect girls through proactive safeguarding and effective prosecutions.
- Support those who have been affected by FGM, providing long-term holistic support for girls and their families
- Partner with stakeholders to deliver solutions, bring together experience and learning on what works for tackling FGM.
- HSCB will to include FGM in our Safeguarding Learning and Development Programme
- HSCB QA Group will continue to scrutinise FGM data
- HSCB plan to extend our contract with VAH to continue their training (which includes FGM)
- The findings of our audit will also inform next steps
- The findings of the research from University of Bedfordshire will also inform next steps

Domestic and Sexual Abuse

Domestic violence and abuse is any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to psychological, physical, sexual, financial and/or emotional abuse¹².

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

Since the publication of our last Domestic and Sexual Violence Strategy in 2014, the legislative and policy context has developed considerably. A range of new legislative measures were introduced including specific offences of stalking, forced marriage, failure to protect from Female Genital Mutilation (FGM), and revenge pornography, as well as a new definition of domestic abuse which includes young people aged 16 to 17 and “coercive control”. Other key legislative developments included the introduction of the Modern Slavery Act (2015), the rolling out of Domestic Violence Protection Orders (DVPOs), the Domestic Violence Disclosure Scheme (DVDS), the introduction of FGM Protection Orders and an FGM mandatory reporting duty, and enhanced measures to manage sex offenders and those who pose a risk of sexual harm.

The Government has placed an increasing focus on its policy of ending Violence against Women and Girls (VAWG) and tackling domestic abuse. In March 2016, the Government published its ‘Ending Violence against Women and Girls Strategy 2016 to 2020, which focuses on Prevention, Provision of services, Partnership working and Pursuing perpetrators.

¹² It must be noted that a young person is still a child in law up to the age of 18, for example if abuse is experienced from a family member then child protection procedures must be followed rather than domestic abuse. Domestic abuse however, is relevant for peer on peer relationships.

In March 2018, the Government launched its Draft Domestic Abuse Bill for consultation, which proposed a range of measures to protect victims of domestic violence and abuse including:

- a new statutory definition of domestic abuse, to include economic abuse and coercive and controlling behaviour
- a Domestic Abuse Commissioner to drive the response to domestic abuse issues
- introduction of new Domestic Abuse Protection Notices and Domestic Abuse Protection Orders to further protect victims and place restrictions on the actions of offenders
- prohibit the cross-examination of victims by their abusers in the family courts
- provide automatic eligibility for special measures to support more victims to give evidence in the criminal courts
- secure lifetime tenancies for victims of abuse who are offered alternative housing by local authorities

The response to the consultation was published in January 2019 - alongside the Draft Bill - which is currently being debated in parliament before it becomes law.

Further to the launch of the Mayor of London's revised Violence Against Women Strategy in March 2018, which includes priorities to provide better protection for victims of domestic abuse, the Mayor launched a new Independent Victim and Witness Service, which aims to help join up support services to victims and witness in the criminal justice system, as well as continuing to invest in the Pna-London Independent Domestic Violence Advocates Services to March 2021.

The Mayor also committed a further £15 million to increase the capacity of charities that provide support services to victims of domestic and sexual violence.

Profile of domestic abuse incidences in Harrow

- Between 2017 and 2018, the number of domestic abuse offences recorded in Harrow increased by 149. There was a total of 1905 offences during 2018, and 1756 in 2017. This translates to a 0.6 rate increase. Furthermore, there has been reduction in the proportion of

Quick Facts:



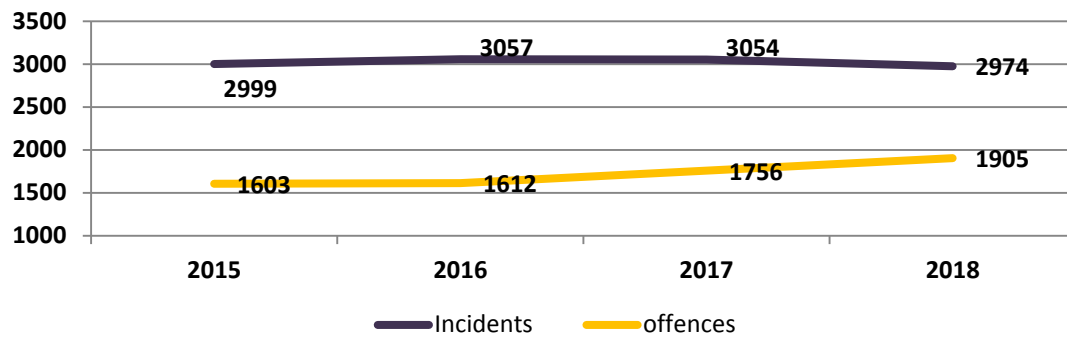
2018: 1905 recorded offences
7.651 per 1,000 population

2017: 1756 recorded offences,
7.06 per 1,000 population

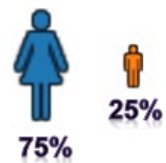
Increase in offences across majority of wards

Reduction in proportion of DA with injury

victims who reported injury with domestic abuse, from 29% in 2017 to 26%.

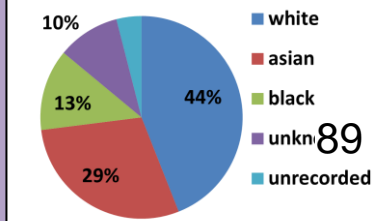
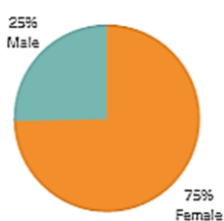
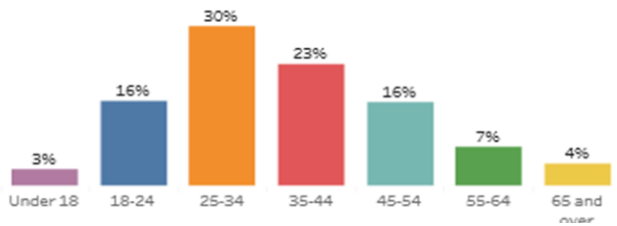


- The gap between the domestic incidents (where after initial investigation, police conclude that no notifiable offence has occurred) and offences has been narrowing since 2016. Rolling year data shows that there has been a rising trend in domestic offences from 2016 to 2018 with a contrasting downward trend in the number of incidents.
- There has been an increase in the proportion of male reported victims of domestic abuse; 14% (Mar 2017), 25% (Dec 2018)
- Harrow has the lowest rate of sexual offences in London and has the lowest rate of Harrow's neighbouring group in both 2017 and 2018. However, between 2017/2018, there has been a slight rise in the number of recorded sexual abuse offences, from 340 offences to 355.
- Wards with the highest number of offences in 2017 and 2018 are Roxbourne and Marlborough. The majority of Harrow wards saw an increase in the number of offences between 2017 and 2018. Wards with the highest increase were Stanmore Park, Headstone Park and Greenhill. The lowest levels were in Pinner South and Rayners Lane. Queensbury and Hatch End saw the highest reductions across Harrow.



Victim profile (domestic offences)

Age of Victims

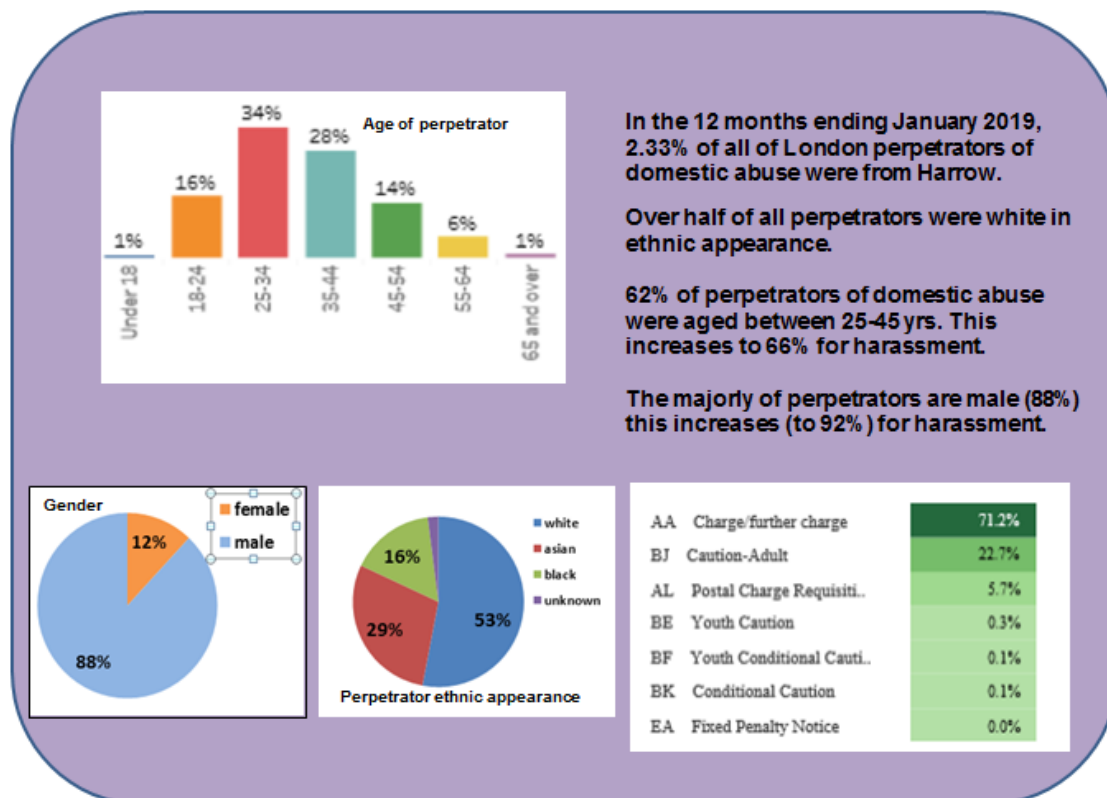


In 12 months ending January 2018 53% of recorded victims of domestic abuse were aged between 25-45 yrs, 75% were female and 44% were White.

55% of victims of harassment were aged between 25-45 yrs. This increases to 58% for 'other violence'.

The proportion of male victims of domestic violence is 25% overall but is higher (39%) with abuse categorised as *serious wounding* than other types of domestic abuse.

Perpetrator profile (domestic offences)



Objective: To provide critical support to the most vulnerable members of our community who are affected by domestic and sexual violence and female genital mutilation with a focus on the following:

- Prevention / Education
- Policing and Enforcement
- Support and Recovery

Progress So Far

- We have been working towards developing better understanding of domestic violence in our local community and are working jointly with our strategic partners, to ensure

access to high quality intelligence to map the nature of domestic violence in Harrow. Our Domestic and Sexual Violence Forum comprises London Borough of Harrow (LBH) officers, statutory bodies as well as a range of local providers of domestic and sexual violence services in the borough. The Forum has also attempted to widen its membership to include representation and input from a wider range of service providers and statutory organisations including Harrow Clinical Commissioning Group and the Probation Service. It has also taken on a more strategic focus and is working closely with the Safer Harrow Partnership to develop a shared knowledge and better understanding of trends in the number of and types of domestic and sexual violence related cases in the borough and deliver on the objectives contained within this strategy's Delivery Plan.

- Between 2018-2019, our Council commissioned IDVA service dealt with 348 high risk cases of domestic abuse, exceeding its annual target of 240 by 108. An additional 81 Harrow residents attending A&E and the maternity ward at Northwick Park Hospital were referred to the hospital IDVA, which brings the total number of high-risk cases to 429 – an increase of 133 since the previous year.
- In late 2018 the role of the IDVA based in the MASH (Multi-agency Safeguarding hub) was re-profiled to enable victims and families experiencing domestic abuse to be provided with a safety plan within 24-48 hours of referral. Between November 2018 and March 2019, safety plans were prepared for over 100 victims and their families.
- Regular training and guidance to MARAC members - Multi Agency Risk Assessment Conference) that deals with the highest level of domestic abuse cases, has resulted in increased awareness and referrals. During 2018-2019, the (MARAC), considered 254 cases compared an average 22 cases per month compared with 16 per month in the previous year. The majority of high-risk cases referred to MARAC are from the police, the council's IDVA Service, Children's services/MASH, local agencies and from MARAC's in other boroughs. This would indicate that the MARAC referral process is well-embedded. We will continue to work with partners to ensure that the number of high-risk cases that are referred into MARAC remains steady.
- Members of the MARAC and social worker teams across Children's Services have been provided with training to help improve process for assessing, referring and supporting victims of domestic abuse. The IDVA based in the MASH provides regular advice surgeries and ongoing one-to-one support to social workers on how to identify, assess and support victims and their families to remain safe and help prevent further abuse.

- There has been an increase in demand for refuge accommodation. Recent data shows that from April 2018 - March 2019, the refuge received 51 requests for accommodation, but was only able to accept and accommodate 10 victims. During this period 17 women and 24 children from Harrow were accommodated in DV refuges in other London boroughs.
- Domestic and sexual violence services funded by London Councils and those provided by local organisations have been promoted on the Council's website and through awareness raising events, including the annual White Ribbon day event, which last year was expanded to mark 16 days of activism against gender violence and the UN Day for the Elimination of Violence Against Women. Data available from April-December 2019 shows that the Pan-London Domestic and Sexual Violence Helpline received over 620 calls from Harrow residents. A further 280 accessed advice and counselling services provided through the Ascent partnership.
- We were very proud to be the first local authority partner UK SAYS NO MORE campaign, national initiative which was launched in 2016, to raise awareness to end domestic violence and sexual assault and will continue to support the campaign over the coming year.
- The big success since 2017 has been the delivery of Harrow Couple's Domestic Violence Programme, where Harrow Children's Services partnered with the renowned Tavistock Relationships to deliver a feasibility project trialing a 'mentalisation' based couple's therapy approach to intervention with eleven couples who are parents of one or more Children in Need, and where there is situational violence between the partners. The aim of this pilot was to assess whether the intervention helps alleviate the incidence of violence, improves the couple's relationship, and improves outcomes for children. This was the first time a programme like this has been used in a domestic violence context and so was ground breaking. The results of the programme indicated that it was possible to deliver a couples therapy intervention to carefully assessed and selected parents with a history of domestic violence safely and productively. Working with the couples together led to no further incidents of domestic violence being recorded to date.
- Building on the success of the initial pilot, Harrow Council received additional funding through the Department of Education to run a second pilot, which concluded in March 2018. Approximately 25 couples were put through the second cohort, leading to a de-escalation of domestic abuse, and a step down from child protection and closure of cases

- The success of the second pilot reflected in the evidence seen in the first cohort. However, a full evaluation will be conducted at a later stage. The local Authority is exploring alternative funding streams which is hoped will enable the continuation of the couples program particularly as an early help offer.
- In 2018, the Forum reviewed existing perpetrator programmes being delivered in neighbouring boroughs to help inform a business case to potentially commission or develop a perpetrator programme locally. The Forum recognises that the council is under significant financial pressure and it is not currently able to procure a perpetrator service for Harrow. However, the Forum is keen for this action to remain as an aspiration for the future and will continue to explore ideas and opportunities to support perpetrators.

Going Forward

- We continue to make domestic and sexual violence a priority for the Council and the Safer Harrow partnership and have provided additional investment to enhance our service offer and made a renewed commitment through this strategy. We are aligning budgets across the partnership, (where possible) to make the best use of available resources in challenging financial times, with the aim of putting victims, and those affected, at the forefront of our work.
- We have invested £782,000 over three years in domestic and sexual violence services through the council's contract with Hestia. The Safer Harrow Partnership and the Forum helped secure funding to continue current provision of domestic violence services to 2021.
- The Council has pursued opportunities to bid for recent rounds of central government funding, aimed at supporting victims of domestic violence and was successful in securing just under £194,000 from the Ministry of Housing, Communities and Local Government (MHCLG), to help support initiatives aimed at helping victims from marginalised backgrounds with complex needs to access refuges and specialist accommodation. This was a joint bid led by Harrow Council, in partnership with Ealing and Slough Councils and our current service provider, Hestia. The project aims to support over 300 BAME women across three boroughs access to specialist support, refuges and training. The project is due to be completed by March 2020.
- We will ensure that residents are made aware of the range of specialist and externally funded services available to them and will continue to update the council's website with details and utilise other promotional channels.

- A future aspiration for the DSV Forum is for perpetrators, survivors and their families to access more trauma informed services including specialist domestic abuse and trauma therapy. This would enable them to become more aware of their needs, strengthen their ability to cope and recover from the impact of abuse on their psychological, emotional and physical health.
- Members of the DSV Forum, national and regional organisations with a local presence and local service providers are in the process of developing this approach.
- We will continue to identify employment and training as an important aspect of support and recovery to empower individuals' independence and self- confidence.
- A new action for 2019-2020 is to increase awareness of and access to learning and development opportunities for professionals and local VCS organisations to help improve their knowledge and understanding of domestic abuse in its various manifestations, including economic abuse, coercion and control.

Drug and Alcohol Misuse: Key Findings from Strategic Analysis

Between 2017 and 2018, drug crime offences in Harrow have increased by 34. There were a total of 573 offences during 2018, and 539 in 2017. This translates to a 0.14 rate increase.

Quick Facts:

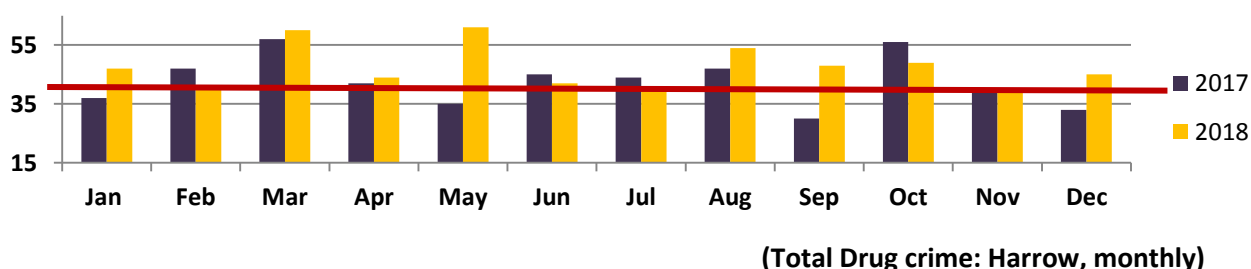


2018: 573 drug offences, 2.30 per 1,000 population

2017: 539 drug offences, 2.17 per 1,000 population

Sharp rise increase in drug offences in Harrow Weald

The average number of drug crimes per month over the two-year period is 45. The monthly count of drug crime types in the graph below shows that in September 2017, there was reduction in drug possessions to 25 and rise in May 2018 to 55. Drug trafficking offences are typically around 5 per month on average.



Harrow is 2nd lowest among neighbouring boroughs for drug offences. However, between 2017 and 2018, Harrow has seen a rise in offences, while both Barnet and Ealing have seen significant reductions. London has also seen a rate reduction with less than a third of London Borough with increased rates of drug offences during the period.

Objectives

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

role of specialist substance misuse services is to support young people and adults (and their families/carers) to address their alcohol and drug use, reduce the harm caused by it and prevent it from becoming a greater problem.

Harrow Adult Substance Misuse Service – delivered by WDP

Our Provider Westminster Drugs Project (WDP) has a strong partnership and satellite provision with their Criminal Justice System partners by joint working and co-location with Police, Probation (National Probation Service - NPS and the Community Rehabilitation Company - CRC) and at Court where Drug Rehabilitation Requirements and Alcohol Treatment Reports are delivered.

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

The Public Health Outcome Framework (PHOF) indicator 2.16 supports a priority under the National Partnership Agreement between NHS England, National Offender

Management Service (NOMs) and Public Health England (PHE) to strengthen integration of services and continuity of care between custody and the community. Prisoners will need to be supported to engage in community treatment within three weeks of their release. PHOF 2.16 activity shows the rate of successful transfer from prison to community treatment in Harrow is lower than the London average and represents a lost opportunity to potentially engage people who had been in treatment while in prison.

Progress So Far

WDP are co-located in Custody to undertake assessments and offer appointments for required assessment, all individuals that commit a “trigger offence” such as burglary, shoplifting and common assault are target tested. If positive for cocaine/heroin an individual will be required to attend WDP for an assessment and also a follow up appointment to support into treatment. There is also continuation of the local drug testing on arrest (DTOA) initiative implemented in 2012 in partnership with the Metropolitan Police and continuation of the prison link/community resettlement pathway for substance-misusing prisoners with Integrated Offender Management (IOM). The presence of WDP staff in Custody also provides support to Custody officers in what to look out for in terms of an individual experiencing withdrawal of alcohol and / or opiates.

WDP are in receipt of a four year MOPAC grant (commenced 2017/18) to provide a Prison Link Worker. Although a particularly difficult cohort to engage there is a great deal that can be undertaken to improve outcomes in this area and the Prison Link Worker will work with prisons’ CARAT (Counselling, Assessment, Referral, Advice and Through-care) team to identify substance misusers within prisons. Links are being reinforced with key individuals within prisons and robust referral pathways implemented to ensure that all offenders are offered an appointment on release and where appropriate can be assessed within prison before their release.

Going Forward

WDP continues to build a strong working relationship with our Harrow Probation colleagues and HMP Services in particular HMP Wormwood Scrubs to provide essential information about an individual’s needs and what support they may require on release. This enhanced joint working will also continue to increase timely notifications of release dates which enable our Prison Link worker to prepare for an individuals transfer from prison treatment to community treatment i.e. pre-booked medical appointments.

Harrow Young People's Substance Misuse Service – delivered by Compass

Young people can enter specialist substance misuse services with a range of problems or vulnerabilities relating to their substance misuse. Our Provider delivers an outward looking model to strengthen mainstream services and deal with lower level issues rather than meet all drug and alcohol related needs in-house. Special attention is given to Young People who have wider vulnerabilities and to enable greater engagement.

Progress So Far

Referrals from universal and alternative education continues to outweigh referrals from the Youth Offending Team. This trend is effective of the national picture and is potentially positive as it suggests young people are increasingly able to receive appropriate substance misuse interventions at an earlier stage.

In Q3 2018/19 Compass delivered 130 Satellite Sessions in 15 sites across the borough including a number of schools, Children & Family Services, Youth Offending Team, Pupil Referrals Unit and Colleges.

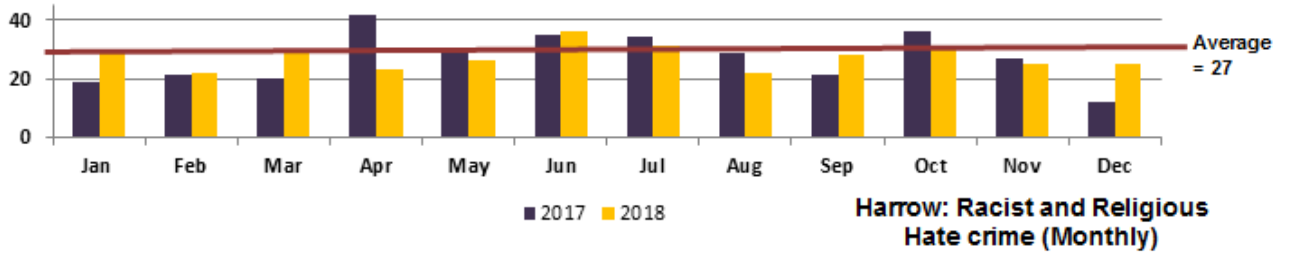
A discussion with partners and members of Safer Harrow has commenced to discuss our approach to drug related crime in the Borough with a view of agreeing interventions can be established to make a difference in this area, and Agree what tangible actions can be taken forward.

Extremism and Hate Crime: Key Findings from Strategic Analysis

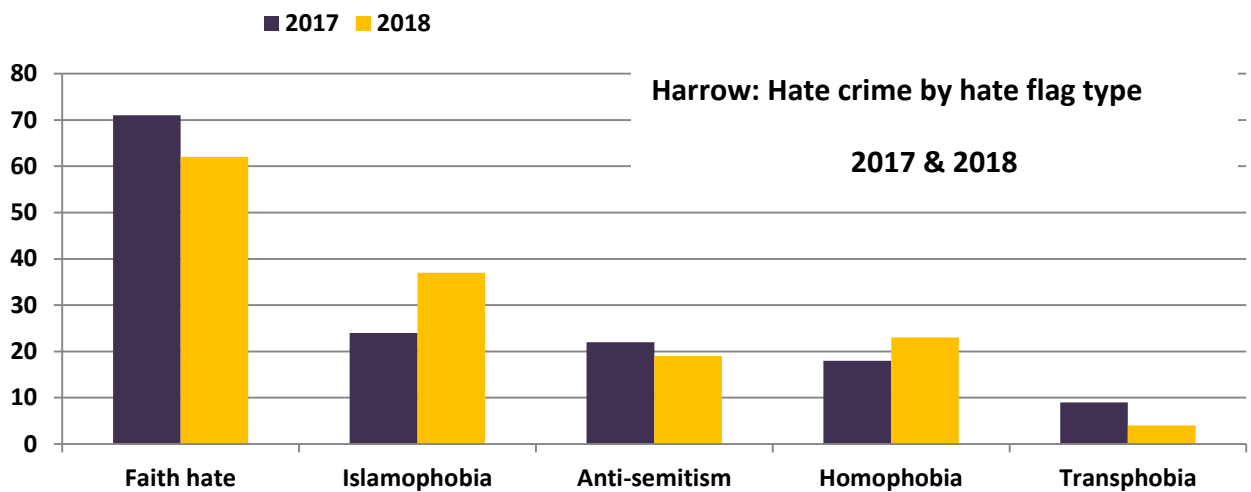
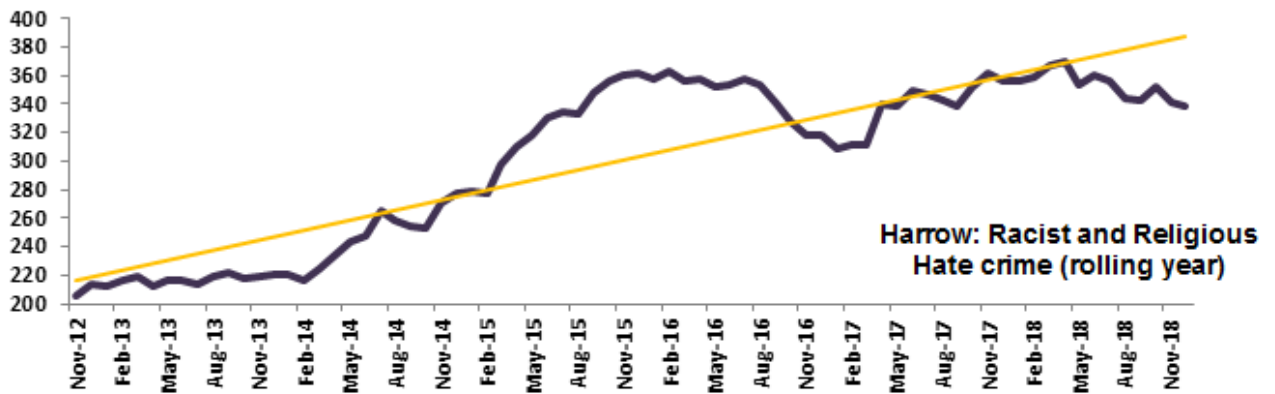
Hate crime is any offences which are flagged as having a hate crime element when recorded by the Police. A crime can have more than one hate flag attached to it.

Between 2017 and 2018, hate crime offences in Harrow have increased by 1. There were a total of 327 offences during 2018, and 236 in 2017.

The chart below shows the number of offences recorded in Harrow during each month. The average number of hate crimes per month over the two-year period is 27. Above average levels of hate crime, over both years, have occurred in June, July and October, with below average levels in February, August, September, November and December.



The graph below shows a rise in the level of recorded hate crime in Harrow from 2012. There has been a positive downward turn since February 2018.



When hate crime is broken down by flag type the most significant rise between 2017 and 2018 has been in Islamophobia. The chart shows that while the levels of reported faith hate and Anti-Semitism have reduced between 2017 and 2018, the level of Islamophobic hate has increased. Recorded homophobic hate in Harrow has also an seen in increase during this period.

Since September 2017 Harrow's Islamophobic Hate crime rate (per 1000 of Muslim population), has been on an upward trend. In December 2018 (RY), Harrow has a higher rate of Islamophobic Hate crime than Brent and Ealing. Hillingdon and Brent have seen an increase in recent months following a downward trend since December 2017.

It is difficult to definitively say whether Islamophobia hate crime has increased in Harrow, or whether there has been a confidence in reporting. However, it is important to note that the National Crime Survey indicates that hate crime generally is significantly under reported.

Harrow had the third highest level of religious diversity of the 348 local authorities in England or Wales. The borough had the highest proportion of Hindus, Jains and members of the Unification Church, the second highest figures for Zoroastrianism and was 6th for Judaism. 37% of the population are Christian, the 5th lowest figure in the country. Muslims accounted for 12.5% of the population.¹³

Our latest survey (Reputation Tracker) shows 77% of residents agreed with the statement *'My local area is a place where people from different ethnic backgrounds get on well together'*, although this was last tested in 2015, so may well have changed.

Extremism

The Counter Terrorism and Security Act (2015) placed a duty on specified authorities to have due regard to the need to prevent people from being drawn into terrorism. By endorsing and supporting the approach being taken in Harrow the Council will be working towards complying with the Prevent duty Harrow.

The aim of the Prevent strategy (published in 2011) is to reduce the threat to the UK from terrorism by stopping people becoming terrorists or supporting terrorism. The Prevent strategy has three specific objectives:

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

¹³ ONS, 2011 Census, Table KS209EW

Harrow's approach has also been firmly rooted from a safeguarding perspective. The Prevent strategy states that 'safeguarding vulnerable people from radicalisation is no different from safeguarding them from other forms of harm'. In complying with the duty a risk assessment has been carried out in Harrow (in partnership with Harrow police and SO15 – Counter Terrorism Command) and a local Prevent Action Plan has been drawn up. A multi-agency Prevent Action Plan Group has been set up to review progress of the action plan and where necessary to agree additional actions if required.

Objective: To prevent people from being drawn into extremism and supporting terrorism, and to improve hate crime reporting rates

Progress So Far

In relation to community cohesion, Harrow is a hugely diverse borough, which benefits from positive levels of community cohesion.

- On a weekly basis (in partnership with Harrow police) we monitor community tensions. Where necessary, appropriate action is taken with relevant partners to ensure that tensions do not escalate.
- Following national and international events the Council has brought leaders from different communities together to hear key messages from the police and council and to ensure that messages of unity, community cohesion and reassurance are given and disseminated via different community leaders. This has proved to be a very helpful approach.
- The Council has commissioned Stop Hate UK to provide third party reporting arrangements. Stop Hate UK information is widely promoted and communities are encouraged to report incidents of hate crime directly to the police or via Stop Hate UK. Victims of hate crime are provided with casework support via the Community Safety Team.
- Raised awareness of Prevent, staff training which has been supported by the local HSCB and HSAB (Workshop to Raise Awareness of Prevent – WRAP), establishing and effectively operating a multi-agency panel for those individuals identified as vulnerable to radicalisation (Channel), and ensuring that publically owned venues and resources do not provide a platform for extremists. All of these actions assist us in

meeting the recommendations of the Prevent Duty Guidance which was issued in 2015 alongside the counter Terrorism and Security Act.

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

Going Forward

- The Council will work in partnership with other local agencies to ensure that the Prevent Action Plan is delivered and will regularly review the local risk to update the action plan as required.
- The Council will continue to operate multi agency Channel Panel arrangements to support individuals vulnerable to radicalization and ensure that referral processes align with mainstream safeguarding arrangements, and that the most appropriate support plan is developed for the vulnerable individual and needs are met.
- The Council will continue to offer Prevent training (including the Home Office Workshop to Raise Awareness of Prevent package) to all frontline staff, schools, colleges and other partner agencies
- The Council will continue to prepare and distribute guidance on letting Council and other publicly owned buildings so that they do not provide a venue for extremists or the dissemination of extremist views
- The Council will make partner organisations in business and the supply chain aware of the Prevent agenda and measures they can take to support the initiative
- The Council will ensure that publicly available IT equipment is not capable of displaying extremist or terrorist material.
- The Council, in partnership with the police, will continue to monitor tensions on a weekly basis, and where necessary put in place interventions as required.
- The Council also commits to working with the Police and other partners with the aim of reducing the levels of hate crime in Harrow
- The Council will continue to provide third party reporting arrangements for the reporting of hate crime and will continue to work with Stop Hate UK and promote the reporting arrangements, encouraging communities to report Hate crime

6. Delivering the Strategy

The Strategy's objectives will be delivered in partnership through Safer Harrow, which is responsible for co-ordinating activity between the Police, the British Transport Police, the Council, the London Fire Brigade, the London Probation Service, the Voluntary and Community Sector and any other relevant organisation to reduce crime, disorder, anti-social behaviour and the fear of crime.

The role of Safer Harrow is to bring key agencies and players together in order to ensure that we are working effectively with one another to reduce crime and disorder in Harrow. Safer Harrow adds value by having a strategic overview of all programmes and providing support to partners to ensure that the overall objectives of the partnership are achieved through effective collaboration. Its purpose is to identify links, reduce duplication, and make sure that gaps in service provision are identified so that programmes can address issues that are of particular concern. Although Safer Harrow cannot instruct other agencies what to do or how to do it, it can highlight 'need' and encourage joint working, co-operation and participation in achieving improvements and solutions. As part of this, the partnership will look for all opportunities to communicate the impact of our initiatives that are taking place across the borough.

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

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

In delivering this Strategy Safer Harrow will be producing a themed Delivery Plan which will oversee projects which will contribute to the strategic objectives outlined in this Strategy, including all of the MOPAC funded projects agreed for 2019/20.

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Harrow Youth Offending Partnership

Youth Justice Plan

July 2019 - 2020

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1. Foreword

Councillor Christine Robson
Young People & Schools Portfolio Holder



This year we have deliberately closely aligned our Youth Justice Plan local strategic objectives with the Violence Vulnerability and Exploitation (VVE) Strategy and with the Safer Harrow Strategic Assessment.

The published survey “This is Harrow” of young people’s self report about their needs produced in collaboration with Young Harrow Foundation and involving an analysis of over 4500 young people’s questionnaires outlining their needs, highlighted gang activity and youth violence, mental health and emotional wellbeing as some of the key concerns of young people and themes to be addressed. These chime with the strategic objectives of this Youth Justice Plan.

Our strategic objectives within this plan are to

- Reduce Youth violence (particularly knife crime)
- Reduce Drug and alcohol misuse (including the use, supply and distribution as well as the exploitation of younger age groups into becoming involved)
- Strike a balance between protection of the public and safeguarding the welfare and wellbeing of those at risk of offending.
- Reduce the numbers of young people coming into the youth justice system, reduce the need for custody and reduce the rate of re-offending

There are a range of wonderful existing partnership arrangements with other statutory and voluntary sector organisations. We are all focused around these objectives and working together to build Harrow to become a great place to work, live and go to school. It is our aim and collective will to protect the most vulnerable and provide suitable support to families within our local communities.

The needs of young people will continue to be gathered and responded to. We will continue to work with our key partners to deliver a good level of practice and service to Harrow.

Local young people will continue to be engaged and involved in co-producing and reviewing the strategic developments, impact and successes as we move forward so that residents will be assured that we will continue to deliver our overarching vision of building a better Harrow.

2. Introduction

Serious youth violence, drug dealing and drug use involving young people has been subject of much recent local attention both to residents and within the local media. This picture would also be recognised across London and wider regional contexts too. As a response, Local Action Groups have emerged and local people have demonstrated motivation and hope to bring about effective change and resolution.

Part of the response is conveyed within the work of the statutory service providers. This includes children and families services that will support and build capacity within families and enhance the resilience of children. It also includes the Statutory Youth Offending Team (YOT). The YOT is a multi-professional partnership focused on providing services to young people at risk of committing crime. The aim of all YOTs nationally is to

- Reduce First Time Entrants to the Youth Justice System
- Reduce the use of custody
- Reduce the rate of reoffending

However, Harrow YOT recognises local need and as such has established the following strategic objectives

- Reducing Youth violence (particularly knife crime)
- Reducing Drug and alcohol misuse (including the use, supply and distribution as well as exploitation of younger age groups into such use)
- Address children's longer term needs including their vulnerabilities and need for emotional and behavioural well-being while balancing this against the need of the general population and particularly their peers to be and feel safe.

This YJ plan outlines the progress made already and the journey ahead still remaining. The executive summary outlines the achievements and remaining areas of challenge.

The work of the YOT is only a part of the overall strategic delivery plan. To effectively address these issues, this plan has been closely aligned with this year's VVE strategy review. The combined partnerships together provide a strong base of agreement and consolidation to make progress. However, delivery is reliant on effective partnerships with a wide range of providers who can address universal, targeted and specialist needs. Such providers include emotional and mental health providers, health and wellbeing, education, training, probation and police involvements, gangs and exploitation specialists, drugs workers, youth workers and a range of voluntary sector providers such as Ignite, StreetDoctors, Street Pastors, RedThread and others.

The 2 plans (YJ and VVE) have been consulted on with focused groups but there is further significant opportunity to involve other key parties in developing and reviewing progress against integrated VVE and YJ delivery plan. Our delivery plan incorporates our knife crime strategy action plan which is also reported to MOPAC.

As with the Community Safety, Violence, Vulnerability and Exploitation Strategy, this Youth Justice Plan also firmly **echoes the London Mayor's priorities**, and includes a renewed focus on tackling Youth Violence, Drug and alcohol misuse and targeted support

Consultation and Engagement

The Violence Vulnerability and Exploitation Strategy with which this plan aligns has been consulted on extensively. The YJ Plan aligns completely with the data findings included in the Community Safety & VVE Strategy.

- April – Strategic Assessment debated at Overview and Scrutiny
- April – YOT Team consultation about key priorities based on local key performance data as shared at YOT Board.
- April – Emailed Strategy to partners represented on Safer Harrow (Police, Probation, Fire, CRC, CCG, LCSB, Harrow Youth Parliament, Young Harrow Foundation) and services (Youth Offending Team, Housing, Regeneration, Policy Team) requesting updates to inform the refresh
- 26th April 2019 – hosted an engagement workshop inviting all partners, stakeholders and services to review the priorities and delivery plan
- 1st May 2019 – Attended the Youth parliament meeting to consult with members of the Parliament to understand the impact of crime on young people and how this can be reflected in the priorities and delivery plan, as well as how the Council and the Youth parliament will work together going forward.
- Liaised with colleagues from the Regeneration team to understand how crime was being designed out through regeneration and included this in the strategy
- 10th May 2019 – YOT Board advised about YOT plan draft priorities remaining aligned with previous year as based on most current performance data available
- 13th May 2019 – Shared the draft strategy with Safer Harrow for consultation and to be discussed at the meeting on 17th June 2019
- 29th May 2019 – Draft strategy taken to CSB for feedback and comments

Further consultation is planned for the YOT plan throughout May and June 2019 including with young people at Early Support Hubs and Youth Parliament and Final Session with Youth Offending Partnership Board on 21st June 2019.

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

The Youth Offending Partnership Board has strategic oversight of the Youth Offending Team (YOT) who, along with collaborative partnerships, deliver aligned strategic objectives to the young people of Harrow who are vulnerable to or impacted by offending.

The structure of this report includes a strategic analysis of the latest data available (2017-18) and then lays out the strategic objectives before a consideration of how these objectives will be taken forward.

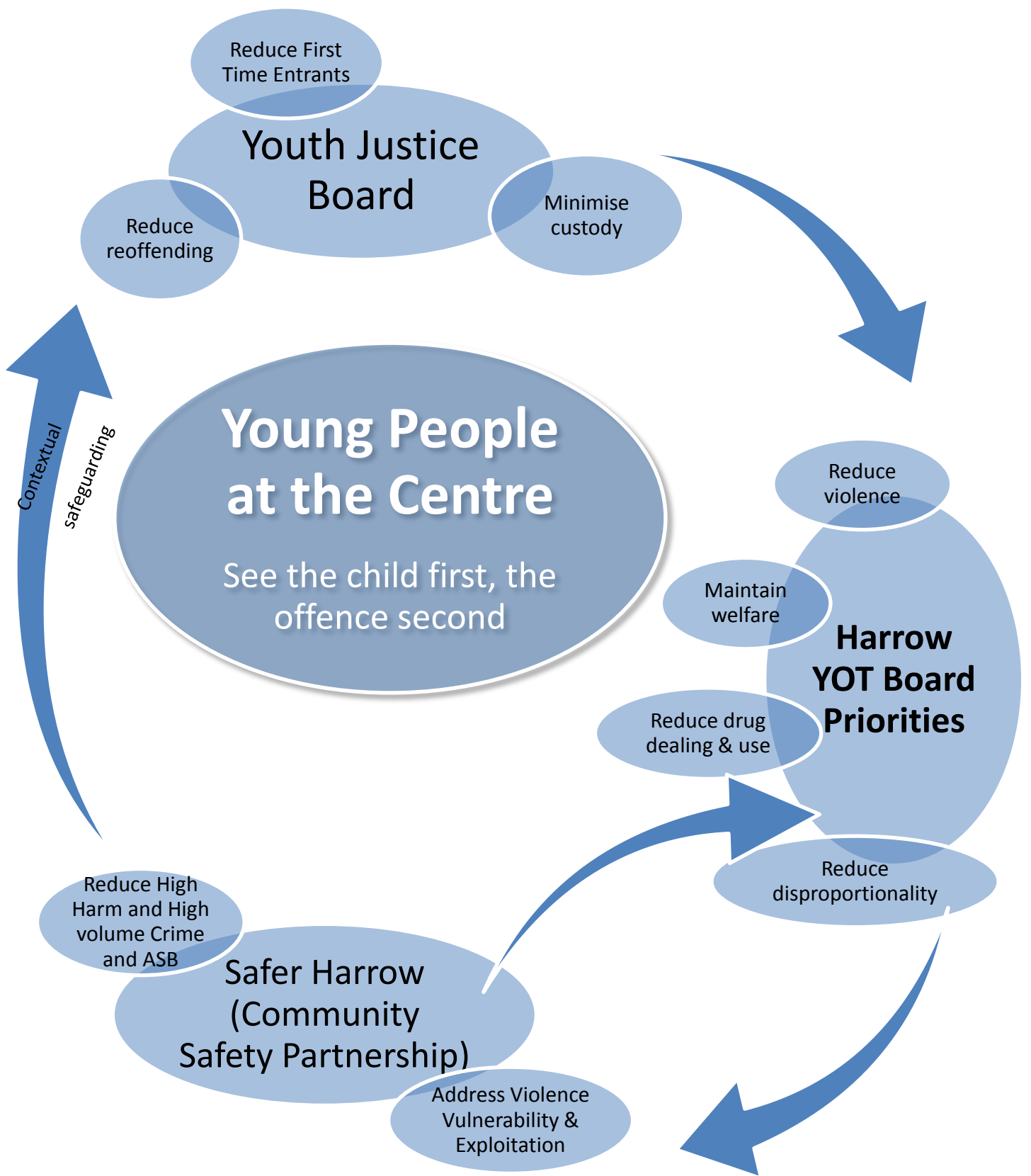
A number of relevant appendices then outline and give more detail about relevant operational matters.

3. Executive Summary

The residents and young people of Harrow need to feel and be safe

1. The welfare and wellbeing of young people at the edge of and involved in offending behaviour and the protection of the people and community affected by such offending remain at the heart of the challenges for this YOT service.
 - a. Achieving a balance which promotes welfare and wellbeing and also enables the feeling of and actual safety and protection continues to be managed and led by the officers and staff of the partnership.
 - b. This collaborative and inclusive approach needs to continue as partners work together to develop effective and innovative ways to manage the challenges and serve in order to lead relevant and proportionate achievements.
2. Responding to local needs including being involved with the Wealdstone and South Harrow/Rayners Lane Community Action Groups will help deliver the strategic objectives. This will build on work already being delivered from the Wealdstone Early Support (Youth) Hub and in partnership with youth provision / services.
3. There is a strong and positive improvement in the three key performance areas established through the Youth Justice Board
 - a. The rate of first time entrants to the Youth Justice System in Harrow continues to decline and is lower than the London, and England average rate.
 - b. The use of custody remains very low during 2018-19 and is lower than the London, and England average rate.
 - c. The rate of reoffending is decreasing and is lower than the London, and England average rate.
4. There is a fully recruited and stable staff group with suitable skills and abilities to deliver high quality services and interventions to the young people being worked with. The co-located nature of the service (within children's services and alongside key other council partners) continues to be a strength.
5. There is a strong alignment with the Youth Offer. The Early Support Service has enabled a restructuring to further strengthen the pathways to divert young people from offending behaviour and link in with the Youth service which is a part of a restructured continuum of provision.
6. There is a good alignment with the work of the Violence, Vulnerability and Exploitation (VVE) partnership. This includes collaborative working at VVE daily meetings, working with partner agencies (Multi Agency Safeguarding Hub [MASH], Police) and strategic alignment. There is also close alignment with the Joint Strategic Assessment which has informed both the VVE Strategy and this plan.

7. Local challenges for young people and the workers of the YOT include
 - a. Addressing vulnerability to becoming involved in serious youth violence and
 - b. Being vulnerable to being exploited and involved in the use, supply and distribution of illegal drugs.
 - c. Known disproportionality of involvement in the criminal justice system
8. Relationships and collaborative working with Children's Services continue to strengthen and build on good arrangements. Consistently, about a third of YOT young people are also known to Children's Services Partners.
9. The YOT continue to support, develop and promote a range of effective and innovative programmes including "mindfulness and mental toughness", "street doctors", "Goldseal: music production and business enterprise", TallShips collaborative residential course at sea, "no knives better lives" workshops, LEAP employability partnership.
10. The service continues to build a closer affinity with the voluntary sector including Ignite, Young Harrow Foundation, Cedars Youth & Community Centre.
11. As a learning organisation Harrow YOT has built from last year's commissioning of an independent audit to enhance practice skills around trauma informed practice, forensic case formulation and restorative approaches.
12. The YOT's electronic case management system (Capita One) for recording has been continuing to embed. Though there are still some challenges (particularly around "connectivity") the use of the AssetPlus framework is much more embedded and enabling benefits in terms of enabling better identification of risk and vulnerability, ability to demonstrate management oversight.
13. The YOT Partnership Board continues to be well attended and provides good level of scrutiny, oversight and strategic direction. Board members and YOT practitioners are now engaged in a rolling programme of observing and learning from each other's roles as the team have started to host YOT tour days for all Board members to observe practice for themselves. And all YOT practitioners have or will have attended YOT Boards over the course of the year.
14. There follows a graphic of the YOT plan on a page which is widely distributed and acts as a quick aide memoire for stakeholders and partners to have a quick overview of the strategic aim of Harrow YOT (HYOT).





4. Review of previous year's performance / Strategic Analysis

Note that there is a significant time lag for some offending data due to the time taken between an offence and its disposal via court or other process, alongside the national verification process carried out by the YJB before data is made available. In addition, reoffending indicators quote the date of the original offence, which makes them appear even more dated. The most up-to-date, verified, data that is available is used throughout this section.

YJB National Indicators

First Time Entrants

- The current period for Harrow (Oct 17 - Sep 18) shows a decrease of 34.0% on the same period in the previous year (Oct 16 - Sep 17). The current number of first time entrants is 41 compared to 61 for the same period last year. YOT family average has decrease at a lower rate, 24.7% compared to 34.0% for Harrow.
- The current period for Harrow (Oct 17 - Sep 18) shows a decrease of 34.0% on the same period in the previous year (Oct 16 - Sep 17). The current rate per 100,000 populations is 176 compared to 260 for the same period last year. Harrows current rate is lower than all comparators. It is currently the 3rd lowest of the 10 YOT families.

Re-Offending

- Harrow's current figure (Jan 17 - Mar 17) is 36.4%, 12 re-offenders from a cohort of 33. This compares to 38.5% for the same period last year (Jan 16 - Mar 16) and is a decrease of 2.1%. This is slightly lower than comparator YOT's (40.8%), national figure (39.6%) and the London figure (44.4%). On average the re-offenders are responsible for 2.78 re-offences each.

Custody

- Over the past 3 years, Harrow's numbers in custody have been varied from between 5 and 13 in any 12 month rolling period. The current quarter (Jan 18 - Dec 18) figure of 7 is slightly lower than the previous year's figure of 8 (Jan 17 - Dec 17).

Local indicators

Numbers in Service

- There have been 140 new interventions starting in the YOT year to date. This includes 29 Triage cases, 18 Youth Conditional Caution, 30 Referral Orders, 8 Remands, 8 custodial sentences and 35 YRO's.
- The number of active cases open to the YOT during March is 75. There has been a general decrease in the caseload since September.

Reducing re-offending

- There have been 137 new YOT sentences year to date. New YOT sentences are made up of 29 (21.2%) Triage Cases, 52 (38.0%) First time entrants and 56 (40.9%) reoffending young people. The proportion of FTE's and Re-offenders differs from last year showing a slight decrease in the proportion of re-

offenders and a small increase in the proportion of FTE's. FTE's account for 38.0% of the caseload in 18/19 (YTD) compared to 35.5% FTE's in 17/18. Re-offenders account for 40.9% of the caseload in 18/19 (YTD) compared to 41.3% FTE's in 17/18.

- Of the 52 young people who have entered the youth justice system year to date, only 6 (11.5%) had previous triage interventions with Harrow YOT. This suggests that FTE are not coming into contact with the YOT/triage programme before offending. It would be worth looking at the FTE group in more detail to determine whether they could have been eligible for Triage rather than a court sentence. An initial look at the type of offences suggests that the FTE offences were more serious than those receiving Triage.
- Triage cases who re-offend within 12 months. The latest figure is for those who entered Triage during Q4 of 2017/18. Of the 6 that entered triage during the period, 1 (16.7%) became first time entrants within 12 months.

First Time Entrants (FTE's) who re-offend within 12 months.

- The latest figure is for those who became FTE's during Q4 of 2017/18. Of the 15 who became FTE's, 5 (33.3%) became re-offenders within 12 months, committing an average of 6.2 offences each. The high number of average re-offences is due to one young person with a lot of offences.

Offences

- Triage - 48.3% of triage cases were for possession of cannabis. 17.9% were for violence against the person, which were mostly assaults with one harassment. 10.3% were for criminal damage, these were attempted criminal damage. 10.3% were for public order offences, which were for public nuisance and using threatening behaviour.
- First time entrants - 32% of first time entrants had violence against the person offences which were mostly assaults. 22% had offensive weapons offences. 10% were public order, some affray, and some threatening behaviour. 12% had drug offences in total, some possession and some with intent to supply.
- Re-offenders - 16.9% had breach offences. 15.3% had robbery as their main offence. 15.3% had possession of an offensive weapon. 11.9% had violence against the person.

Custody and Remand

- Year to Date there have been 12 young people on remand with 10 new remands in the year. 10 remands were to YOI and 2 were to LA care.
- At the end of March there were no young people on remand.
- Remands are higher in comparison to last year with 12 compared to 9 for the last year.
- There have been a total of 12 young people in custody at any point during 2018/19. Throughout the year there have been 8 new custodial sentences. Currently there are 2 young people in custody and 1 young person on a post custodial licence

Protecting the Public

- As at end of March there have been 39 breaches that were sentenced and 4 that were withdrawn. 14 received a new Youth Rehabilitation Order, 5 received a Referral Order Extension, 8 received an order to continue, 5 were sentenced to custody and 1 received a new referral order.

- The 39 breaches reflect a smaller cohort of 24 people who have breached. 13 young people breached once, 7 young people breached twice, 2 young people breached 3 times and 1 young person breached 4 times and 1 young person breached 5 times. 3 of the young people committing breaches are out of borough cases.

Breached clients who re-offend within 12 months.

- The latest figure is for those who breached during Q4 of 2017/18. Of the 9 who breached, 5 (55.6%) became re-offenders within 12 months, committing 36 offences (average of 7.2 offences each). One young person committed 1 additional offence, one young person committed 4 additional offences, 1 young person committed 5 additional offences, one young person committed 8 additional offences and 1 young person committed 18 offences.

Protecting Children and Young People

- A snapshot of YOT cases at the end of March 2019 showed that 4 (6.9%) were looked after, 4 (6.9%) were on a child protection plan and 13 (22.4%) were classed as children in need. Over the past few months there has been a reduction in the number of YOT cases being looked after. Numbers on CPP are still low compared to previous month.

Caseload Intervention, Risk and Vulnerability Levels

- Intervention Levels - A snapshot of the live caseload at the end of January shows that 22 (47.8%) are Intensive, 13 (28.3%) are Enhanced and 2 (4.3%) are Standard.
- Risk Levels - A snapshot of the live caseload at the end of January shows that 17 (37.0%) are High risk, 15 (32.6%) are medium risk and 5 (10.9%) are low risk.
- Vulnerability Levels - A snapshot of the live caseload at the end of January shows that 20 (43.5%) are High vulnerability, 10 (21.7%) are medium vulnerability and 7 (15.2%) are low vulnerability.

Education, Training and Employment

- Statutory School Age - A snapshot of the live caseload at the end of March shows that 93.3% of young people at statutory school age are involved in 25hrs + of education and 6.7% are NEET.
- Non statutory School Age - A snapshot of the live caseload at the end of March shows that 52.9% of those above statutory school age are involved in 16hrs + of education training and employment and 47.1% (16 individuals) are NEET.

Numbers of New Interventions by Type (By Month and YTD)

Month	2017/18 full year	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
Triage	36	2	6	2	3	3	0	1	6	0	0	5	1	29
Youth conditional Cautions	10	1	0	1	5	0	1	1	1	2	2	3	1	18
Youth Cautions	0	0	1	1	0	1	0	0	0	0	1	0	0	4
Referral Order	52	6	4	1	1	3	3	4	0	1	3	2	2	30
Youth Rehabilitation Orders	45	5	4	2	0	5	1	4	3	4	1	1	5	35
DTO Licence	4	0	0	0	2	1	0	1	0	0	0	1	1	6
DTO Custody	6	0	3	0	2	0	0	1	1	0	1	0	0	8
Section 90/91 Licence	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Remand	8	4	1	1	0	0	0	0	1	1	0	0	0	8
Remand to LAA Status	0	1	0	0	0	0	0	1	0	0	0	0	0	2
Bail	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	165	19	19	8	13	13	5	13	12	8	8	12	10	140

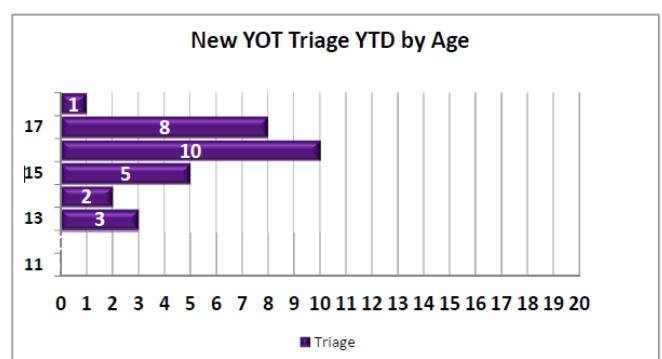
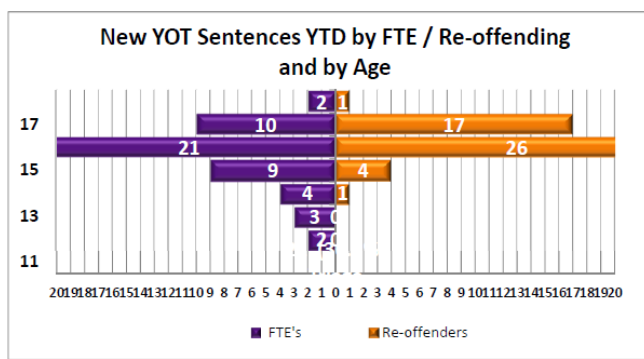
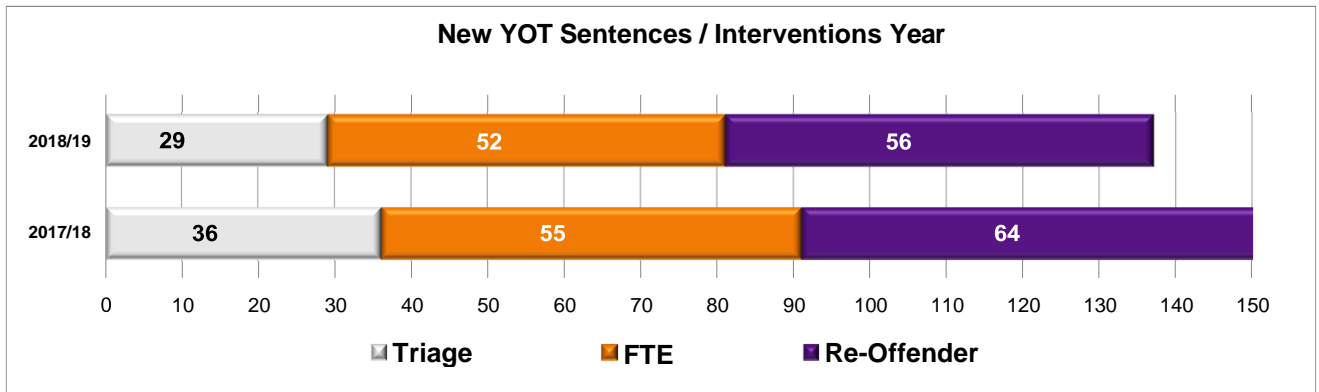
There have been 140 new interventions starting in the YOT year to date. This includes 29 Triage cases, 18 Youth Conditional Caution, 30 Referral Orders, 8 Remands, 8 custodial sentences and 35 YRO's

Numbers of Active Interventions by Type (Monthly figure)

Month	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Triage	5	8	9	9	14	8	6	12	11	6	11	9
Youth conditional Cautions	5	3	1	7	6	7	7	4	7	7	8	9
Youth Cautions	0	0	0	1	0	1	1	1	0	1	0	0
Referral Order	39	35	32	36	36	38	36	30	27	27	26	22
Youth Rehabilitation Orders	34	37	38	34	32	29	29	26	25	24	23	25
DTO Licence	0	0	0	1	2	3	2	2	2	2	3	3
DTO Custody	2	3	3	5	5	4	4	5	4	5	6	7
Section 90/91 licence	2	2	0	1	0	0	0	0	0	0	0	0
Section 90- 92	1	1	1	1	1	1	1	0	0	0	0	0
Remand	5	5	3	2	2	1	0	1	1	0	0	0
Remand to LA Care	1	1	0	0	0	0	1	1	0	0	0	0
Bail	0	0	0	0	0	0	0	0	0	0	0	0
Total Active Cases	94	95	87	97	98	92	87	82	77	72	77	75

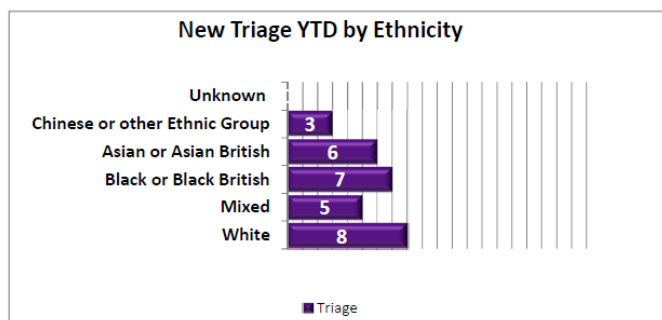
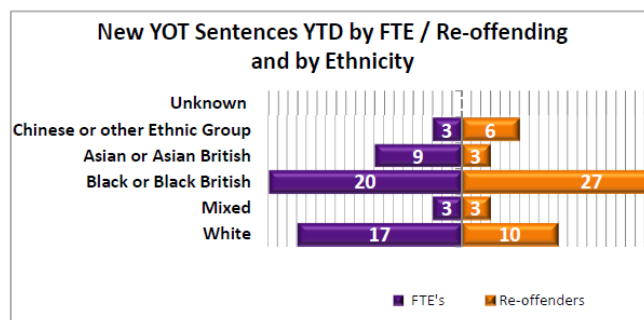
The number of active cases open to the YOT during March is 75. There has been a general decrease in the caseload since September.

Numbers of New Interventions Who Are Triage, FTE's and Who Are Re-offenders (by month and YTD)



Interventions starting by Age and Gender	Gender		
	YTD	Male	Female
Number of new interventions starting	130	113	17
Numbers of Triage cases	29	24	5
% That are Triage	22.3%	82.8%	17.2%
Number that are FTE's	52	46	6
% That are FTE's	40.0%	88.5%	11.5%
Number that are re-offenders	49	43	6
% That are re-offenders	37.7%	87.8%	12.2%

YTD	Age							
	11	12	13	14	15	16	17	18
130	0	3	6	7	18	57	35	4
29	0	0	3	2	5	10	8	1
22.3%	0.0%	0.0%	10.3%	6.9%	17.2%	34.5%	27.6%	3.4%
52	0	3	3	4	9	21	10	2
40.0%	0.0%	5.8%	5.8%	7.7%	17.3%	40.4%	19.2%	3.8%
49	0	0	0	1	4	26	17	1
37.7%	0.0%	0.0%	0.0%	2.0%	8.2%	53.1%	34.7%	2.0%



The vast majority of interventions were for males (87%). There is a similar split between first time entrants (2/5) and reoffenders (2/5) and the remaining 1/5 being dealt with through Triage. The ethnicity of all young people is recorded. Black / black British ethnicities are significantly over represented (55% of reoffenders, 38% of FTE, 24% triage) vs Asian (6% reoffenders, 17% FTE, 21% triage) vs white (20% reoffenders, 33% FTE, 26% Triage). So, similar triage levels but significant over representation of black and under representation of Asian at FTE and particularly at reoffending levels.

Reducing reoffending

Interventions starting by Ethnicity	Ethnicity						
	YTD	White	Mixed	Black or Black British	Asian or Asian British	Chinese or other ethnic	Not recorded
Number of new interventions starting	138	40 29%	11 8%	56 41%	19 14%	12 9%	0
Numbers of Triage cases	29	8 20% of 40	5 45% of 11	7 13% of 56	6 32% of 19	3 25% of 12	0
% That are Triage	21.0%	27.6%	17.2%	24.1%	20.7%	10.3%	0.0%
Number that are FTE's	52	17 43% of 40	3 27% of 11	20 36% of 56	9 47% of 19	3 25% of 12	0
% That are FTE's	37.7%	32.7%	5.8%	38.5%	17.3%	5.8%	0.0%
Number that are re-offenders	57	15 38% of 40	3 27% of 11	29 52% of 56	4 21% of 19	6 50% of 12	0
% That are re-offenders	41.3%	26.3%	5.3%	50.9%	7.0%	10.5%	0.0%

- There have been 138 new YOT sentences year to date. New YOT sentences are made up of 29 (21.2%) Triage Cases, 52 (38.0%) First time entrants and 56 (40.9%) Re-offenders. The proportion of FTE's and Re-offenders differs from last year showing a slight decrease in the proportion of re-offenders and a small increase in the proportion of FTE's. FTE's account for 38.0% of the caseload in 18/19 (YTD) compared to 35.5% FTE's in 17/18. Re-offenders account for 40.9% of the caseload in 18/19 (YTD) compared to 41.3% FTE's in 17/18.
- Re-offenders tended to be slightly older with 89.8% being 16 plus compared to 63.5% for FTE's and 65.5% for Triage.
- Black ethnicities were over represented in the re-offenders group with 50.9% compared to 38.5% for FTE's and 24.1% for Triage. Asian ethnicities were under represented in the re-offending group with 7.0% being re-offenders compared to 17.3% FTE's and 20.7% triage. White ethnicities were under represented in the re-offending group with 26.3%, compared to 32.7% for the FTE group and 27.6% for the triage group.
- Females seem to be slightly more represented in the Triage group.

Triage - Numbers of Triage Cases who Became First Time Entrants

Month	2017/18 Full Year	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
Number of FTE's	55	7	7	3	6	7	4	5	1	3	4	4	1	52
Number that had previous Triage	3	0	1	0	0	1	2	1	0	0	0	1	0	6
% that had previous Triage	5.50%	0.0%	14.3%	0.0%	0.0%	14.3%	50.0%	20.0%	0.0%	0.0%	0.0%	25.0%	0.0%	11.5%

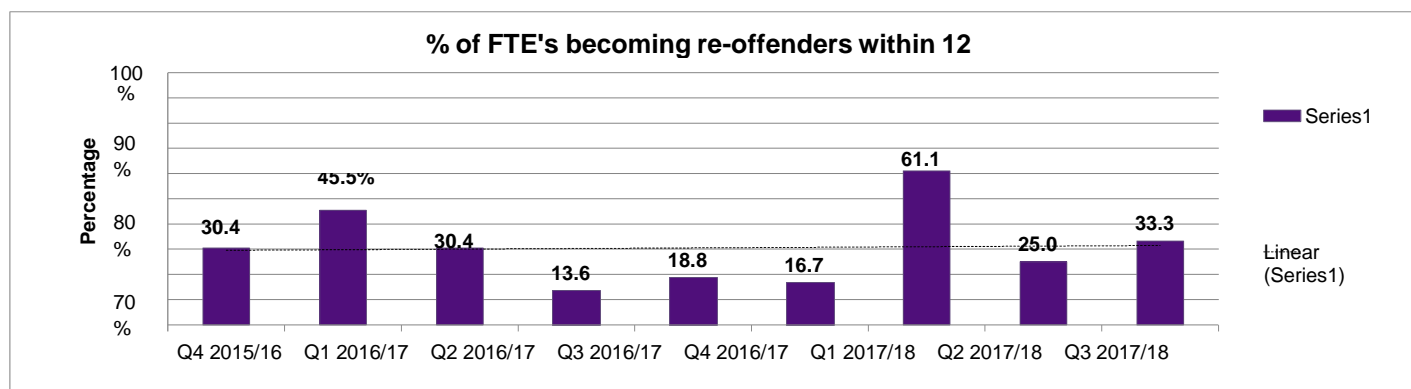
- Of the 52 young people who have entered the youth justice system year to date, only 6 (11.5%) had previous triage interventions with Harrow YOT. This suggests that FTE are not coming into contact with the YOT/triage programme before offending. It would be worth looking at the FTE group in more detail to determine whether they could have been eligible for Triage rather than a court sentence. An initial look at the type of offences suggests that the FTE offences were more serious than those receiving Triage.

Triage - Numbers of Triage Cases Who Re-offended Within 12 Months.

Quarter	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Number of Triage cases starting in the quarter	15	14	24	10	20	14	9	8	6
Number becoming FTE's within 12 Months	3	0	4	0	3	1	0	2	1
% becoming FTE's within 12 Months	20.0%	0.0%	16.7%	0.0%	15.0%	7.1%	0.0%	25.0%	16.7%

- Triage cases who re-offend within 12 months. The latest figure is for those who entered Triage during Q4 of 2017/18. Of the 6 that entered triage during the period, 1 (16.7%) became first time entrants within 12 months.

FTE's (Local figures)

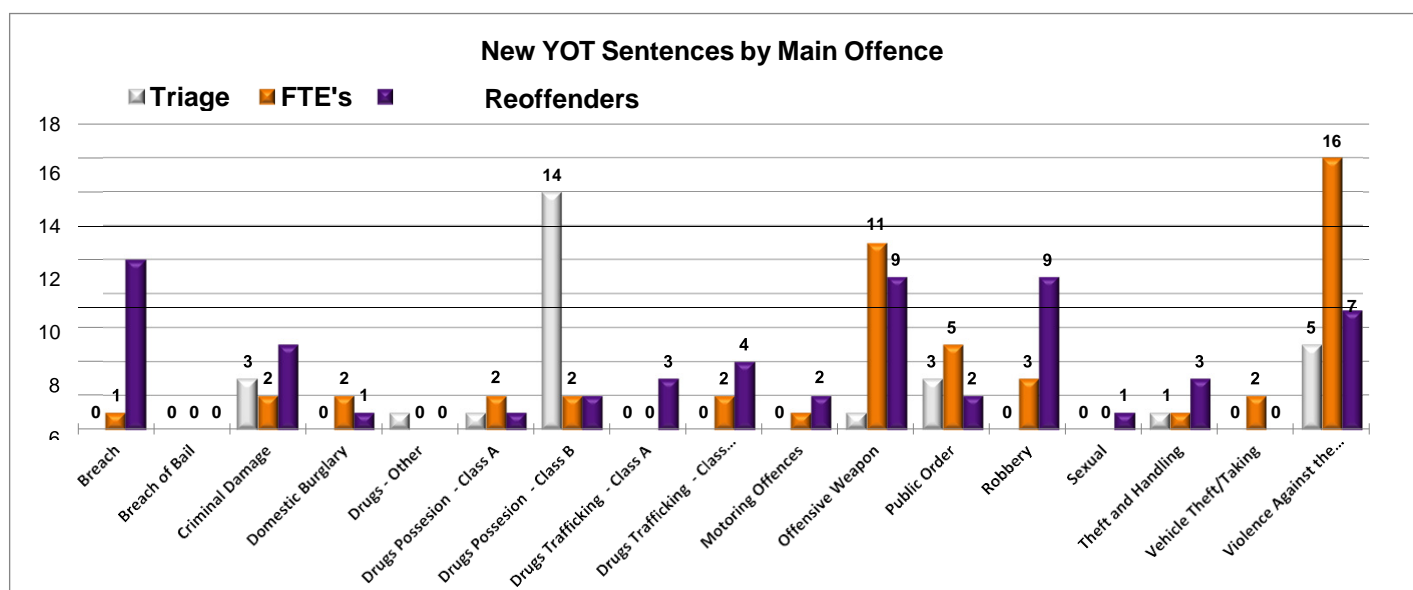


	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Number of FTE Cases starting in the quarter	23	11	23	22	16	18	18	8	15
Number becoming re-offenders within 12 months	7	5	7	3	3	3	11	2	5
% becoming Re-offenders within 12 Months	30.4%	45.5%	30.4%	13.6%	18.8%	16.7%	61.1%	25.0%	33.3%
Number of re-offences within 12 months	19	19	11	7	11	18	32	3	31
Average number of re-offences by offender	2.71	3.80	1.57	2.33	3.67	6.00	2.91	1.50	6.20

- First Time Entrants (FTE's) who re-offend within 12 months. The latest figure is for those who became FTE's during Q4 of 2017/18. Of the 15 who became FTE's, 5 (33.3%) became re-offenders within 12 months, committing an average of 6.2 offences each. The high number of average re-offences is due to one young person with a lot of offences.

Offence Profile

Main Offences by type for Triage, FTE's and Re-offenders (Year to Date)



Offence	Triage		First Time Entrants		Re-offenders	
	Number	%	Number	%	Number	%
Breach	0	0.0%	1	2.0%	10	16.9%
Breach of Bail	0	0.0%	0	0.0%	0	0.0%
Criminal Damage	3	10.3%	2	4.0%	5	8.5%
Domestic Burglary	0	0.0%	2	4.0%	1	1.7%
Drugs - Other	1	3.4%	0	0.0%	0	0.0%
Drugs Possession - Class A	1	3.4%	2	4.0%	1	1.7%
Drugs Possession - Class B	14	48.3%	2	4.0%	2	3.4%
Drugs Trafficking - Class A	0	0.0%	0	0.0%	3	5.1%
Drugs Trafficking - Class C-B	0	0.0%	2	4.0%	4	6.8%
Motoring Offences	0	0.0%	1	2.0%	2	3.4%
Offensive Weapon	1	3.4%	11	22.0%	9	15.3%
Public Order	3	10.3%	5	10.0%	2	3.4%
Robbery	0	0.0%	3	6.0%	9	15.3%
Sexual	0	0.0%	0	0.0%	1	1.7%
Theft and Handling	1	3.4%	1	2.0%	3	5.1%
Vehicle Theft/Taking	0	0.0%	2	4.0%	0	0.0%
Violence Against the Person	5	17.2%	16	32.0%	7	11.9%
Total	29		50		59	

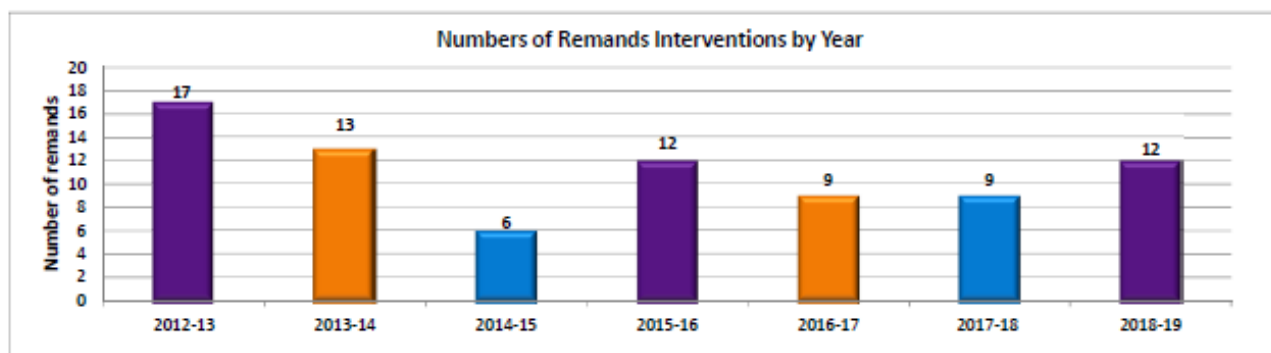
- This data is for the main named offence. It should be noted that a number of young people will have had more than one offences listed against their outcome. This is especially seen against the re-offending group. The main offence is usually the most serious of the offences. With the triage cases almost all had only one offence. With the FTE cases 62% had one offence, 18% had 2 offences, 8% had 3 offences, 8% had 4 offences and 4% (2 young people) had more than 10 offences. For re-offenders 22% had 1 offence, 22% had 2 offences, 6% had 3 offences, 18% had 4 offences, 16% had 5-9 offences and 14% had 10+ offences.
- Triage - 48.3% of triage cases were for possession of cannabis. 17.9% were for violence against the person, which were mostly assaults with one harassment. 10.3% were for criminal damage, these

were attempted criminal damage. 10.3% were for public order offences, which were for public nuisance and using threatening behaviour.

- First time entrants - 32% of first time entrants had violence against the person offences which were mostly assaults. 22% had offensive weapons offences. 10% were public order, some affray, and some threatening behaviour. 12% had drug offences in total, some possession and some with intent to supply.
- Re-offenders - 16.9% had breach offences. 15.3% had robbery as their main offence. 15.3% had possession of an offensive weapon. 11.9% had violence against the person.

Custody and Remand

14. Numbers On Remand



	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Remand in Custody (YDA) STC	0	5	1	2	1	0	0
Remand in Custody (YDA) YDI	0	6	5	9	8	9	10
Remand in Custody (YDA) SCH	0	0	0	1	0	0	0
Remand in Custody Status/Programme	13	0	0	0	0	0	0
Remand to LAA Status/Programme	1	2	0	0	0	0	2
Remand Court Ordered Secure Status/Programme	3	0	0	0	0	0	0
Total	17	13	6	12	9	9	12

Month	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
New Remands	5	1	1	0	0	0	1	1	1	0	0	0	10
Active remands at end of month	4	3	2	1	1	0	1	0	0	0	0	0	-

Commentary

Year to Date there have been 12 young people on remand with 10 new remands in the year. 10 remands were to YDI and 2 were to LA care. At the end of March there were no young people on remand. Remands are higher in comparison to last year with 12 compared to 9 for the last year.

15. Numbers in Custody

Custody Summary	
Total in custody at any point since April 2018	12
Total starting a custodial sentence year to date (Since April 2018)	9
Currently in custody at snapshot date (31/01/2019)	3
Currently on post custody licence at snapshot date (31/01/2018)	1

Custodial sentences by Month	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
New custodial sentences	0	3	0	2	0	0	1	1	1	1	0	0	9
- DTO Custody	0	3	0	2	0	0	1	1	1	1	0	0	9
- Section 90-92	0	0	0	0	0	0	0	0	0	0	0	0	0
Active custodial sentences at end of month	4	4	4	6	7	6	7	5	6	7	0	0	-
- DTO Custody	1	3	3	4	4	3	4	4	4	5	5	3	-
- DTO Licence	0	0	0	1	2	2	2	1	2	2	2	1	-
- Section 90-92	1	0	0	1	1	1	1	0	0	0	0	0	-
- Section 90/91 Licence	2	1	1	0	0	0	0	0	0	0	0	0	-

Commentary

There have been a total of 12 young people in custody at any point during 2018/19. Throughout the year there have been 9 new custodial sentences. Currently there are 2 young people in custody and 1 young person on a post custodial licence.

16. Remand Bed Days

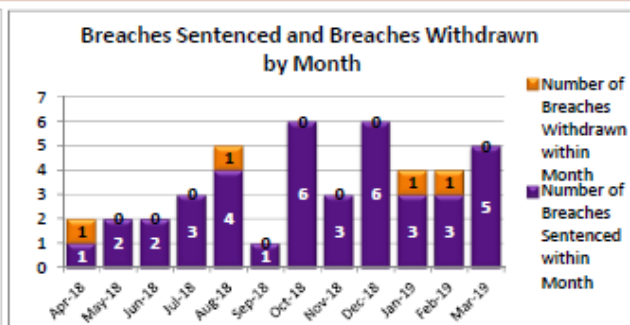
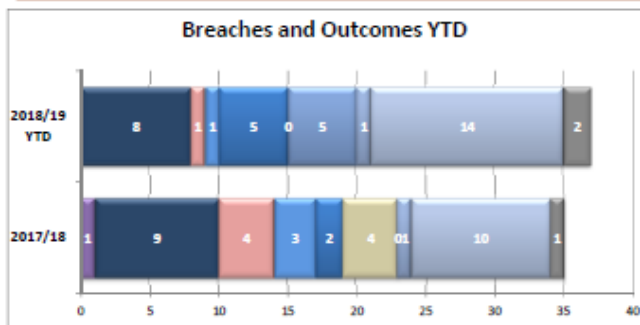
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
Bed Days by Month	126	55	25	12	0	0	0	4	0	0	0	0	222
- Remand in Custody (YDA) STC	0	0	0	0	0	0	0	0	0	0	0	0	0
- Remand in Custody (YDA) YOI	126	55	25	12	0	0	0	4	0	0	0	0	222
- Remand in Custody (YDA) SCH	0	0	0	0	0	0	0	0	0	0	0	0	0

	2015/16	2016/17	2017/18	2018/19
Bed Days by Year	383	353	502	229
- Remand in Custody (YDA) STC	47	35	0	0
- Remand in Custody (YDA) YOI	318	171	502	229
- Remand in Custody (YDA) SCH	18	147	0	0

Commentary

Remand bed days for 2018/19 are at 229 at the end of March. This is low in comparison to last year where bed days were at 502. 2018/19 shows a higher number of remands but for overall shorter periods of time. The majority of remand bed days were used in April to June. There have only been 9 bed days since July. Remand bed days reports are sent to finance so they can monitor progress against the budget.

17. Numbers of Breaches in Month (YTD) and Outcome

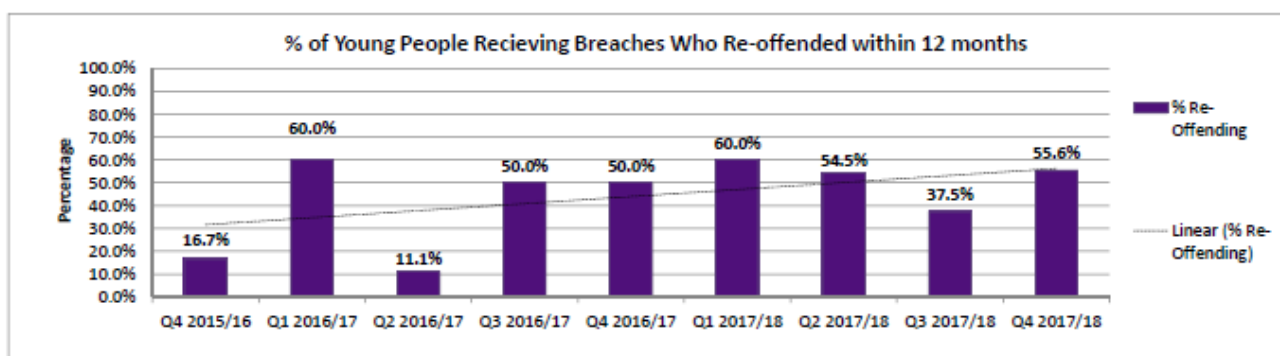


Month	2017/18 Full Year	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
Number of breaches sentenced in month	35	1	2	2	3	4	1	6	3	6	3	3	5	39
Number of breaches withdrawn in month	2	1	0	0	0	1	0	0	0	0	1	1	0	4
Conditional Discharge	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Order to continue	9	0	0	0	0	0	1	1	1	0	1	3	1	8
Order Varied	4	0	0	0	0	0	0	0	0	0	1	0	0	1
Other	3	0	0	0	0	0	0	0	0	0	0	0	1	1
Referral order Extension	2	1	1	0	0	1	0	0	0	1	0	0	1	5
Fine	4	0	0	0	0	0	0	0	0	0	0	0	0	0
New Order (Custody)	0	0	1	0	2	0	0	0	1	0	0	0	1	5
New Order (Referral Order)	1	0	0	0	0	0	0	1	0	0	0	0	0	1
New Order (Youth Rehabilitation Order)	10	0	0	2	0	3	1	4	1	1	1	0	1	14
No Separate Penalty	1	0	0	0	1	0	0	0	1	0	0	0	0	2

Commentary

As at end of March there have been 39 breaches that were sentenced and 4 that were withdrawn. 14 received a new Youth Rehabilitation Order, 5 received a Referral Order Extension, 8 received an order to continue, 5 were sentenced to custody and 1 received a new referral order. The 39 breaches reflect a smaller cohort of 24 people who have breached. 13 young people breached once, 7 young people breached twice, 2 young people breached 3 times and 1 young person breached 4 times and 1 young person breached 5 times. 3 of the young people committing breaches are out of borough cases.

18. Breach Re-Offending

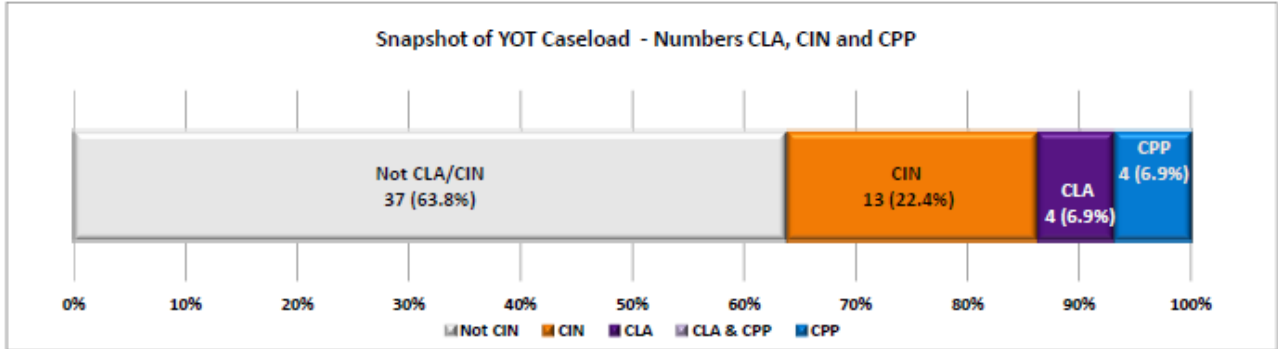


	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Number of breaches delivered in the quarter	12	5	9	8	10	5	11	8	9
Number becoming re-offenders within 12 months	2	3	1	4	5	3	6	3	5
% becoming re-offenders within 12 Months	16.7%	60.0%	11.1%	50.0%	50.0%	60.0%	54.5%	37.5%	55.6%
Number of re-offences within 12 months	7	7	1	14	12	8	29	12	36
Average number of re-offences by offender	3.5	2.3	1.0	3.5	2.4	2.7	4.8	4.0	7.2

Commentary

Breached clients who re-offend within 12 months. The latest figure is for those who breached during Q4 of 2017/18. Of the 9 who breached, 5 (55.6%) became re-offenders within 12 months, committing 36 offences (average of 7.2 offences each). One young person committed 1 additional offence, one young person committed 4 additional offences, 1 young person committed 5 additional offences, one young person committed 8 additional offences and 1 young person committed 18 offences.

19. Proportion of YOT Caseload Who are CLA, CIN and CPP

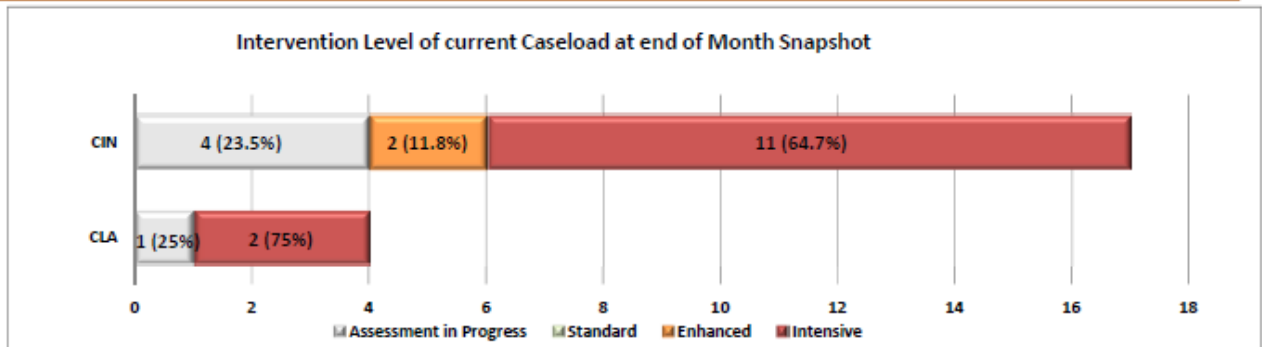


CLA/ CIN Status	Oct-18		Nov-18		Dec-18		Jan-19		Feb-19		Mar-19	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Not CLA/CIN	41	57.7%	39	59.1%	42	64.6%	33	58.9%	37	63.8%	37	63.8%
CIN	12	16.9%	10	15.2%	12	18.5%	17	30.4%	13	22.4%	13	22.4%
CLA	6	8.5%	5	7.6%	3	4.6%	3	5.4%	4	6.9%	4	6.9%
CLA & CPP	2	2.8%	2	3.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CPP	10	14.1%	10	15.2%	8	12.3%	3	5.4%	4	6.9%	4	6.9%
Total Caseload	71		66		65		56		58		58	

Commentary

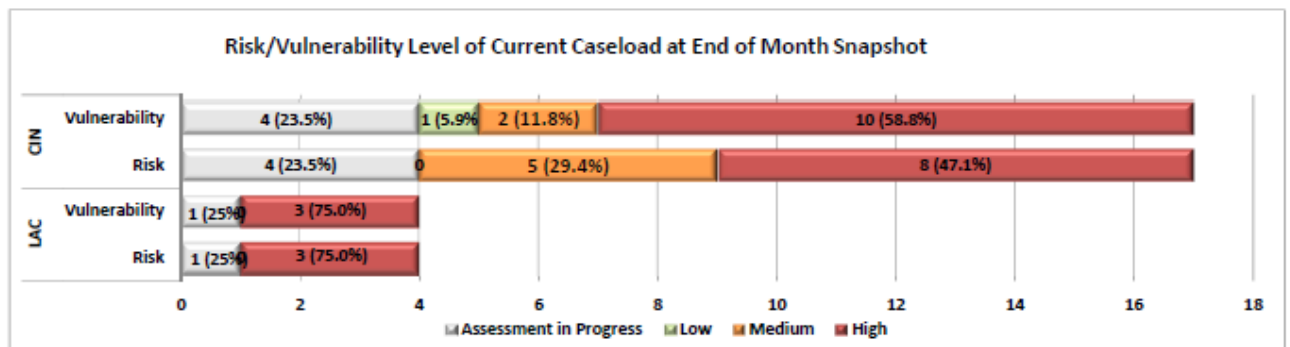
A snapshot of YOT cases at the end of March 2019 showed that 4 (6.9%) were looked after, 4 (6.9%) were on a child protection plan and 13 (22.4%) were classed as children in need. Over the past few months there has been a reduction in the number of YOT cases being looked after. Numbers on CPP are still low compared to previous month.

20. Intervention Levels, Risk Levels and Vulnerability Levels of YOT Children Who are CLA or CIN



	CLA		CIN	
	Number	%	Number	%
Assessment in Progress	1	25.0%	4	23.5%
Standard	0	0.0%	0	0.0%
Enhanced	0	0.0%	2	11.8%
Intensive	3	75.0%	11	64.7%
Total Caseload	4	-	17	-

Protecting Children and Young People



Assessed Risk Level	CLA		CIN	
	Number	%	Number	%
Assessment in Progress	1	25.0%	4	23.5%
Low	0	0.0%	0	0.0%
Medium	0	0.0%	5	29.4%
High	3	75.0%	8	47.1%
Total Caseload	4	-	17	-
Assessed Vulnerability Level	Number	%	Number	%
Assessment in Progress	1	25.0%	4	23.5%
Low	0	0.0%	1	5.9%
Medium	0	0.0%	2	11.8%
High	3	75.0%	10	58.8%
Total Caseload	4	-	17	-

Commentary

CLA assessed cases are 66.6% (2) Intensive intervention levels. There is one assessments still in progress.

For CIN cases 64.7% (11) have been assessed as intensive and 29.4% (5) have been assessed as Enhanced. 23.5% (4) are in progress.

75.0% (3) of CLA cases have all been assessed as having high risk and 75.0% (3) have been assessed as being high vulnerability. For CIN 47.1% (8) are high risk and 58.8% (10) are high vulnerability.

21. YOT Referrals to Childrens Services

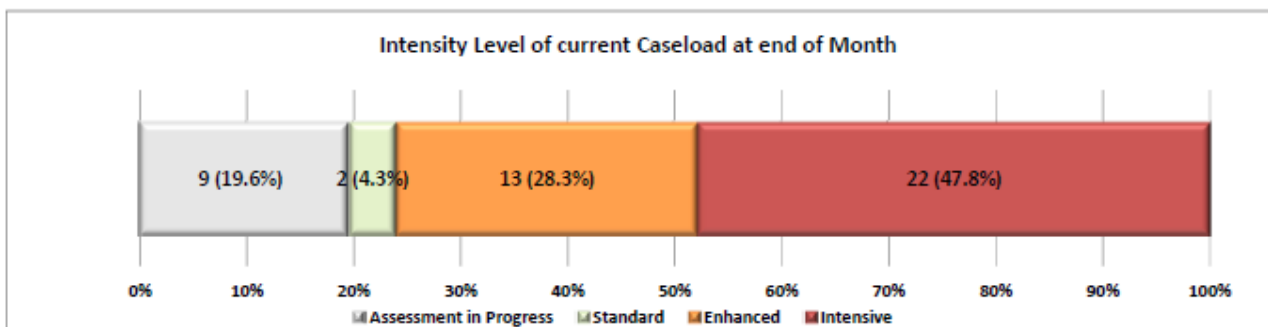
Outcome of YOT referrals to childrens services	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
Strategy Discussion	0	0	0	0	0	0	0	0	0	0	0	0	0
Social Work Assessment	1	0	4	0	0	0	0	0	0	0	0	0	5
Total Referrals	1	0	4	0	0	0	0	0	0	0	0	0	5

Commentary

Year to date the YOT have made 5 referrals to children's services. 5x Social work Assessment. There have been no new referrals since June.

Caseload Intervention Level

22. Intervention Levels of Active Interventions



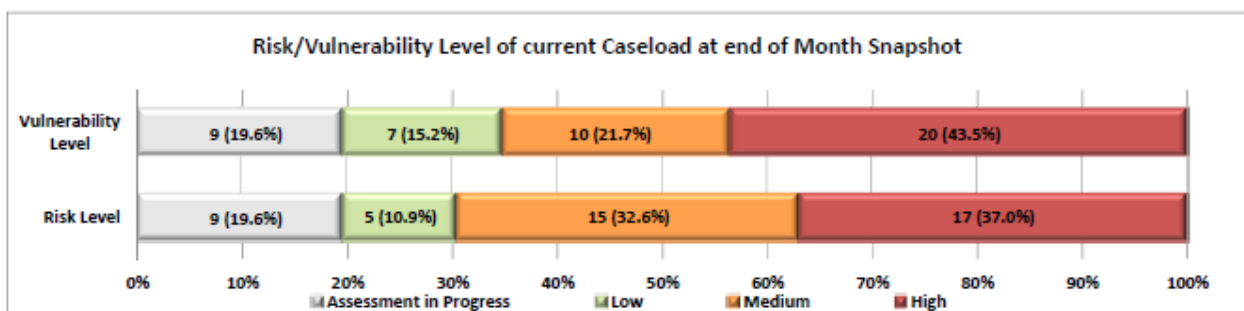
Assessed Intervention Level	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Latest Month %	2018/19 Average
Assessment in Progress	16	-	18	16	17	16	9	15	14	6	9	-	19.6%	21.3%
Standard	6	-	6	5	3	3	2	2	2	2	2	-	4.3%	5.2%
Enhanced	22	-	21	20	24	24	21	20	20	19	13	-	28.3%	31.9%
Intensive	30	-	30	30	27	26	26	22	21	21	22	-	47.8%	39.9%
Total Caseload	74	0	75	71	71	69	58	59	57	48	46	0		

Commentary

Intervention Levels - A snapshot of the live caseload at the end of February shows that 22 (47.8%) are Intensive, 13 (28.3%) are Enhanced and 2 (4.3%) are Standard.

Intervention levels do not include Triage cases. As the YOT do not use ASSET plus for Triage cases.

23. Risk/Vulnerability Levels of Active Interventions



Assessed Risk Level	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Latest Month %	2018/19 Average
Assessment in Progress	20	-	23	16	17	16	9	15	14	6	9	-	19.6%	22.7%
Low	14	-	14	14	13	15	10	9	8	8	5	-	10.9%	17.2%
Medium	19	-	18	18	20	21	20	20	19	18	15	-	32.6%	29.4%
High	25	-	25	23	21	19	19	15	16	16	17	-	37.0%	30.7%
Total Caseload	78	0	80	71	71	71	58	59	57	48	46	0		

Assessed Vulnerability Level	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Latest Month %	2018/19 Average
Assessment in Progress	20	-	23	16	17	16	9	15	14	6	9	-	19.6%	22.7%
Low	16	-	14	14	12	12	9	8	7	7	7	-	15.2%	16.6%
Medium	15	-	15	14	15	16	16	15	13	13	10	-	21.7%	22.3%
High	27	0	28	26	27	27	24	21	23	22	20	-	43.5%	38.4%
Total Caseload	78	0	80	70	71	71	58	59	57	48	46	0		

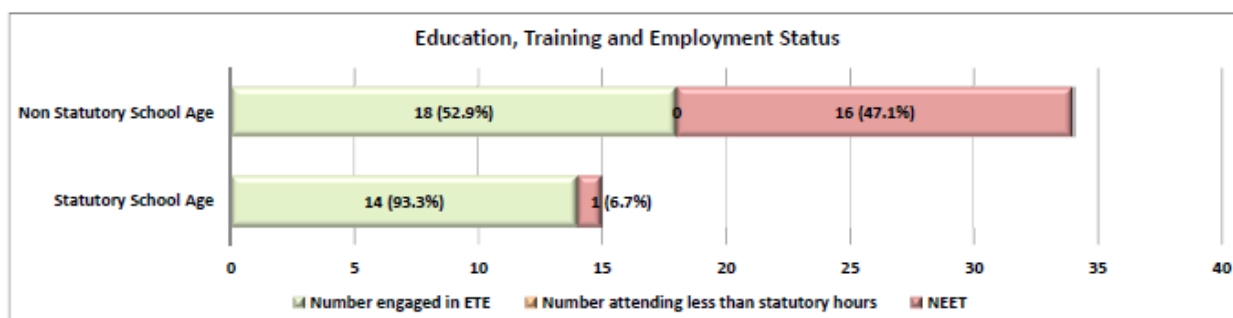
Commentary

Risk Levels - A snapshot of the live caseload at the end of February shows that 17 (37.0%) are High risk, 15 (32.6%) are medium risk and 5 (10.9%) are low risk.

Vulnerability Levels - A snapshot of the live caseload at the end of February shows that 20 (43.5%) are High vulnerability, 10 (21.7%) are medium vulnerability and 7 (15.2%) are low vulnerability.

Educations, Training and Employment

25. Education Status for Current Caseload



Statutory School Age	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
Total actively engaged (25hr +)	22	95.7%	14	93.3%			
Total engaged less than statutory hours	0	0.0%	0	0.0%			
Total not engaged (NEET)	1	4.3%	1	6.7%			
Number at Statutory School Age	23	-	15	-	0	0	0

Above Statutory School Age	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
Total actively engaged (25hr +)	15	40.5%	18	52.9%			
Total engaged less than statutory hours	0	0.0%	0	0.0%			
Total not engaged (NEET)	22	59.5%	16	47.1%			
Number at Non Statutory School Age	37	-	34	-	0	0	0

Commentary

Statutory School Age - A snapshot of the live caseload at the end of March shows that 93.3% of young people at statutory school age are involved in 25hrs + of education and 6.7% are NEET.

Non statutory School Age - A snapshot of the live caseload at the end of March shows that 52.9% of those above statutory school age are involved in 16hrs + of education training and employment and 47.1% (16 individuals) are NEET.

22. Education Establishment for YOT caseload

Statutory School Age	Number	%
Harrow High	1	4.5%
Hatch End High School	2	9.1%
Kingsbury High School	3	13.6%
Nower Hill High School	1	4.5%
Park High School	1	4.5%
Queensmead School	1	4.5%
The Helix Education Centre	4	18.2%
The Jubilee Academy	1	4.5%
Whitefriars School	1	4.5%
Other Provision	2	9.1%
Total	22	

Non Statutory School Age	Number	%
Barnet and southgate college	1	3.2%
Custody	3	9.7%
Employed	3	9.7%
Harrow College	2	6.5%
NEET	14	45.2%
Other	1	3.2%
Part Time Learning	2	6.5%
St.Dominic's (RC) Sixth Form College	2	6.5%
Uxbridge College	2	6.5%
Woodhouse College Enfield	1	3.2%
Total	31	

Commentary

Statutory School Age - The Statutory School age group are attending a variety of Harrow Schools. Slightly higher proportions are attending the Helix (18.2%) and Kingsbury (13.6%) but otherwise there is a fairly even spread.

Non Statutory School Age - NEET make up 45.2% of the 16+ group. There are 9.7% attending education in custody and 9.7% who are employed. The rest are spread between

Overall, the caseload for Harrow is quite small. However, the cohort of young people being worked with is increasingly complex. EET figures are significantly higher for young people beyond statutory school age. 95% of cases assessed resulted in requiring either **enhanced** (35%) or **intensive** (59%) active interventions. The overwhelming majority (86%) of the cohort are assessed as being medium-high risk to others and 81% having medium to high welfare vulnerability scores.

Key additions of findings from the Strategic Assessment and VVE Strategy review

The work with young people known to the Youth Offending Team cannot be seen in isolation. This is why we have strategically aligned our YOT with our Youth Service offer and also the YOT plan with the “Safer Harrow” Community Safety Violence, Vulnerability and Exploitation strategy and located the YOT structurally within children’s services with formal operational and routine working partnerships with the daily VVE/MASH meetings.

Increasingly the operational and strategic partners are delivering a whole system approach to all forms of anti-social behaviour, high volume and high harm crime. We are considering victims, offenders, locations and themes (the VOLT model). To address this contextual learning approach we are engaging with a contextual safeguarding approach.

This has led to the emergence of a set of common commissioning intentions spanning policy, strategic and operational leads across the statutory, voluntary, private and community sectors both across Harrow and wider sub regional arenas, notably around our tri borough and North West London areas.

An example of a geographical community based contextual approach is within the formation of the Wealdstone Action Group. This is a group formed almost spontaneously in response to a number of incidents of street violence. Churches, local community groups, businesses, social enterprises, charities and the local authority have formed a union to hear concerns and plan and implement responses to them. This has resulted in shared plans between police, transport police, council sectors, charities, community groups, ward counsellors working together to deliver tangible results.¹ This was supported by the local authority to ascertain if such a model of delivery worked. As it has been seen as effective a similar model is to be rolled out to other “hot-spot” contexts within the borough (South Harrow/Rayners Lane and Edgware) in due course. The YOT and Youth Service have been an active part of the planning and delivery of this work with the Head of Service on the planning groups and members of the YOT team attending community engagement events.

In developing this shared understanding the council support a range of projects outlined succinctly in the Safer Harrow Community Safety VVE strategy. For quick reference a summary of the key delivery partner/projects include:

- School Engagement Projects (resilience building programmes for “at risk” students)
- Further support to Ignite for a full time gangs outreach worker
- Unblurred lines – drama workshops for students regarding sexual, criminal and online exploitation and safer relationships.
- Inspire to Empower (previously Empire to Inspire) – is a leadership programme with a focus on raising empowerment and leadership skills of disproportionately represented groups in YOT.

¹ Papers and reports available. A formal evaluation paper is being finalised.

- WISH: to promote awareness and support of young people at risk of sexual assault, CSE, digital exploitation and support with self-harming behaviours.
- Synergy theatre company of previous offenders dramatizing workshops about effects and consequences of criminal behaviour
- Tallships residential sailing course for YOT Boys and Harrow School Boys to spend time breaking down social barriers and developing team work and leadership skills.
- Goldseal music and enterprise workshops for YOT (and since 2019 also YOUTH) clients to develop music production and entrepreneurial expertise and certification/qualifications
- Engagement with the “No knives better lives” project run jointly with courts and met police delivering workshops with relatives of knife crime victims and targeted young people known to YOT
- Other VCS partners including Khulisa, Abianda, Safer London and St Giles Trust who deliver 1:1 support to young people identified at risk of county lines activity accessed through the London wide rescue and response service
- Implementation of eCINS secure information sharing platform for working across the borough, capital and nationally regarding cohorts of known young people, places and vehicles.
- Work with University of Bedfordshire with the leading proponent of Contextual Safeguarding Dr Carlene Firmin, MBE to deliver awareness raising and operational training events to a wide range of council and key partner agency staff.

In terms of theoretical approaches Harrow are also in consideration of how to implement a public health based approach to knife crime in a more meaningful way than just adopting the words. Alongside this there is consideration of a Ripple Effect Intervention Approach (such as has been implemented with the Wealdstone Action Group mentioned above).

The inclusion of the YOT team to sit alongside other key members in the council delivering other anti-violence and violence reduction policies and programmes (including FGM, Domestic Abuse, modern slavery, Child Protection, sexual violence and related abuse of alcohol and drugs, as well as partners addressing hate crime and extremism) has led to a very rich and resourceful set of arrangements and relationships between the people actually working with and delivering programmes and sessions to the young people known to YOT.²

As a result of the above known data and provision, a set of strategic objectives are outlined as shown below:

² This richness and diversity of skills, relationships, organisations and issues was the purpose of the illustrating “word cloud” as part of the executive summary of this document above.

5. Summary of Strategic Objectives

Overarching objectives

- a) Reduce First Time Entrants to the Youth Justice System
- b) Reduce the use of custody
- c) Reduce the number of people reoffending and the number of re-offenses per person

Youth violence, weapon based crime, vulnerability and exploitation.

- d) To reduce the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons (guns and knives)
- e) To embed an awareness of actions which can shift attitudes within young people at schools and in other education settings towards the issues of sexual assault, child sexual, digital and criminal exploitation

Drug and alcohol misuse

- f) Reduce the incidence of young people possessing and using illegal and harmful drugs
- g) Reduce the incidence of young people being involved in the supply, dealing, distribution or the production of drugs and to build resilience in young people so that they are able to spot the signs of dealer grooming.
- h) To reduce alcohol and drug-related reoffending.

Wellbeing and welfare

- i) To promote the emotional and psychological resilience of young people at risk of offending behaviour so that they can make more civic and pro-social choices about their lifestyle.
- j) To provide a robust offer to youth at risk of offending to support them as they are diverted away from offending behaviour
- k) To provide a robust service which takes strategic action towards protecting the public and other vulnerable young people from the most prolific and high harming behaviours displayed by young offenders.
- l) To reduce the disproportionality of over-represented groups within the local criminal justice context

6. Delivering the strategy

The Strategy's objectives will be delivered through Harrow's Youth Offending Partnership, which is responsible for co-ordinating activity between the statutory, voluntary and community partners and agencies

The role of Harrow's Youth Offending Partnership is to enable and promote the strategic objectives of the partner agencies outlined above. As part of this, the partnership will look for all opportunities to communicate the impact of our initiatives that are taking place across the borough. They unblock obstacles and motivate the partner agency officers. They quality assure the performance and impact of operations. They enable reflection of arising issues emerging from an analytical review of trends and themes and encourage participation of young people to co-produce the analysis, plans and objectives.

Governance for the partnership and this Strategy sits with the Youth Offending Partnership Board and is endorsed by the Youth Justice Board.

The strategic objectives fit in with Harrow council's priorities and values particularly around "Protecting the Most Vulnerable and Supporting Families" and "Building a better Harrow" by being courageous, working together and collaboratively, in order to make things happen.

The strategic objectives will be measured through a Delivery Plan, with clear outcomes and measures. The senior managers in Harrow are committed to unblocking and enabling meaningful change and improvement for the groups impacted by the implementation of this strategy. The delivery plan is incorporated within the Safer Harrow "Community Safety Violence Vulnerability and Exploitation Strategy delivery Plan" which also includes reference to the borough wide Knife Crime Action Plan (also separately reported annually to MOPAC). This is as the YOT plan is seen as being an integrated part of the VVE strategy. This enables the joint plans to progress through council overview and scrutiny at committee, cabinet and full council meetings in advance of the YJ plan being submitted to YJB before the deadline of the end of July.

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

In delivering this strategy the YOT Board will contribute to the review of the above referenced Delivery Plans and will have oversight of projects which will contribute to the strategic objectives outlined in this Strategy.

Engagement with the Community Action Groups in both Wealdstone and South Harrow & Rayners Lane will build upon work already being delivered and coordinated across the Youth and Early Support offer at Wealdstone Hub and the Beacon Centre in Rayners Lane. A related youth strategy: "Ready for 25" is also in development and will benefit from input and contribution from the YOT partners.

7. Appendices

YOT Board Membership

Name	Role and organisation	Contact Details
Paul Hewitt Chair	Corporate Director People's Service	Paul.Hewitt@harrow.gov.uk
Richard le Brun Deputy Chair	Head of Community and Public Protection, Harrow	Richard.Lebrun@harrow.gov.uk
Alex Dewsnap	Divisional Director Strategy, Harrow Council	Alex.Dewsnap@harrow.gov.uk
Antony Rose/ Russell Symons	Senior Officers. National Probation Service	Antony.Rose@justice.gov.uk Russell.Symons@justice.gov.uk
Dan Burke	CEO Young Harrow Foundation – Voluntary Sector	Dan.burke@youngharrow.org
David Harrington	Head of Business Intelligence	David.Harrington@harrow.gov.uk
Delroy Etienne	Service Manager, COMPASS Harrow	Delroy.Etienne@compass-uk.org
Emmanuel Ajose	Team Manager, YOT	Emmanuel.Ajose@harrow.gov.uk
James Halliday / Will Cole	YOTs Lead. NW BCU Metropolitan Police	James.Halliday2@met.police.uk
Janice Noble	Community Safety	Janice.noble@harrow.gov.uk
John Nixon	Trustee of Ignite Trust	john.nixon@btinternet.com
Lorraine Martin / Sam Dhingra	Service Manager, Brent and Harrow CAMHS (LM)	Lorraine.martin9@nhs.net
Mark Scanlon	Head of - Youth Offending Team and Early Support Service	Mark.scanlon@harrow.gov.uk
Mellina Williamson- Taylor	Head of Virtual School – HSIP	Mellina.Williamson- Taylor@harrow.gov.uk
Mike Herlihy	Youth Magistrate and Chair of NW London Youth Panel	hamlin.herlihy@talktalk.net
Paa-King Maselino	Head Teacher The Helix Pupil Referral Unit	pmaselino.310@lgflmail.org
Peter Tolley	Divisional Director, Children & Young People	Peter.tolley@harrow.gov.uk
Rebecca Coe	Business Intelligence Officer	Rebecca.coe@harrow.gov.uk
Sue Sheldon	Designated Nurse Safeguarding Children Harrow CCG	suesheldon1@nhs.net

Finance Table

Agency	Staffing Costs (£)	Payments In kind - Revenue (£)	Other Delegated Funds (£)	Total (£)
Local Authority	£963,884			£963,884
Police service (2 x FTE Police Officers)		£91,866		£91,866
National Probation Service (1 x FTE Probation Officer)		£49,173		£49,173
Health Service - jointly funded CAMHS p/t post) + 1 x YJLD worker		£72,885		£72,885
Police and Crime Commissioner				
YJB Youth Justice Grant (Provisional figure based on 2018-19 allocation) - (YRO Unpaid work order is included in this grant)	£211,435			£211,435
Other				
Total	£752,449	£213,924		£966,373

Staffing structure and breakdown

COUNCIL

**Head of Service
Early Support and Youth
Offending
Mark Scanlon QSW**

**Youth Offending
Team Manager/ Hub Manger
EA QSW**

**Deputy Team Manager
HJ QSW**

**YOT Technical Support
CM (Part time)
KC (Part time)**

**Deputy Team
Manager
LS QSW**

**Deputy Team Manager
YOT & Youth Hub
DK**

**YOT
Practitioner
ST QSW**

**YOT STUDENT
RO**

138

**YOT
Practitioner
ZB**

**YOT
Practitioner
JH**

**0.5 Victim
Liaison Officer
S: 01/08/2019**

**FTE Restorative
Justice
KC-O**

**0.5 Restorative
Justice
Co-Ordinator
CL**

**2 Police Officers
MB & SW**

**0.6 Substance Misuse Worker
Seconded (Compass YP Service)
DR**

**CAMHS worker
S: 01/08/2019**

**YJLD
SV**

**YOT
Practitioner
KB**

**YOT
Practitioner
BL**

**YOT
Practitioner
ZN**

**YOT
Practitioner
TL QSW**

**Probation
Officer
Seconded
KKF**

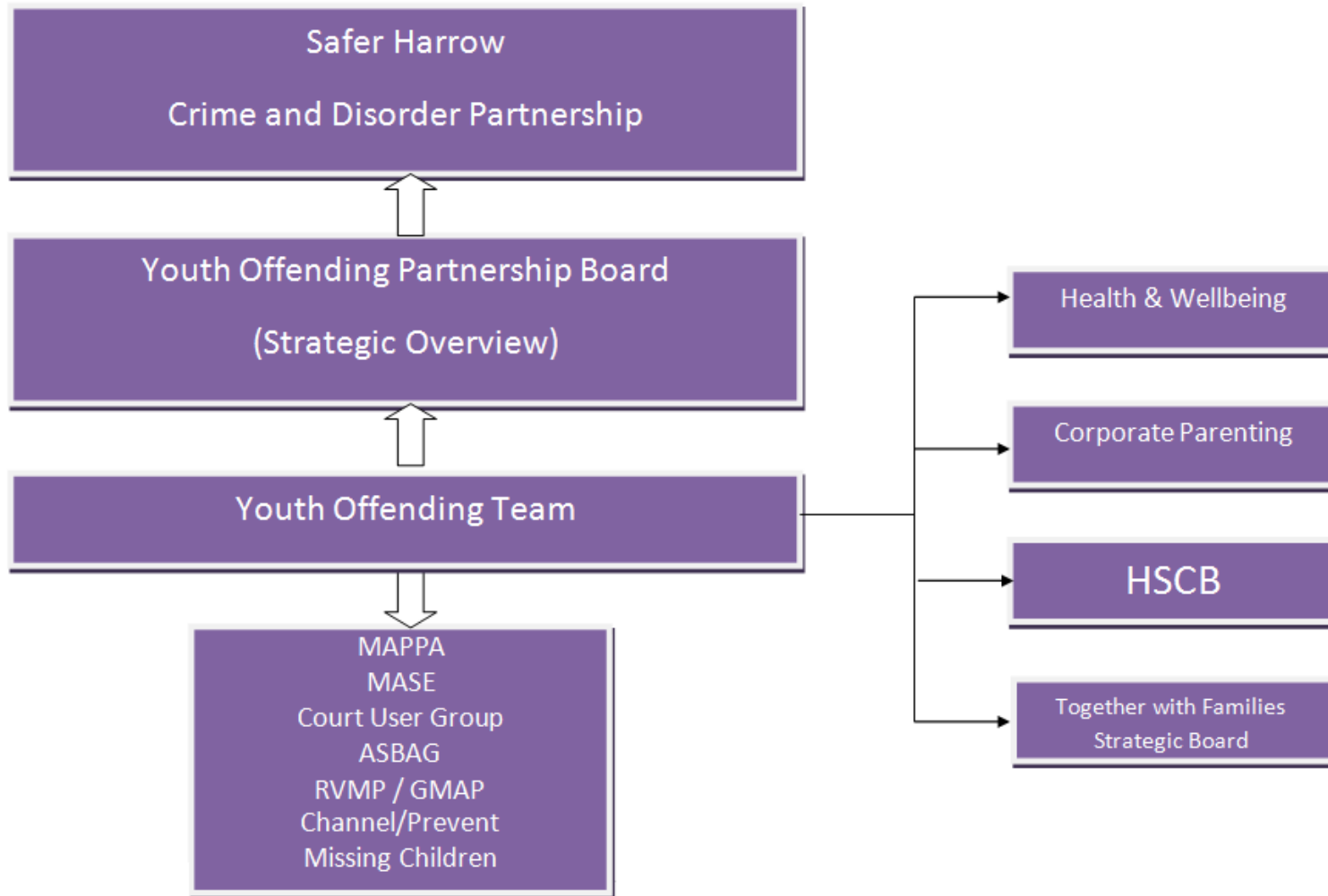
**Education
Specialist
RS**

**Prospects 0.2
commissioned
RD**

**Early
Support
Youth Hub
Structure**

**Out of court DISPOSAL
Practitioner
(OOC)
CM (Part time)**

Structure and Governance arrangements



Allocation of Good Practice Grant

Area of Delivery	Activity	Associated Costs
Service delivery improvements	Implementation of Asset Plus, including improving casework practice and performance.	£100,435
Reducing First Time Entrants	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
Total		£211,435

YOT Champions Roles

Champion area	Staff member	Meetings attended / input to / gather info from	What are you expected to achieve by being a champion? <i>(how you do this is up to you to determine but managers will be willing to support and discuss where needed – remember this is not an exhaustive list, just the overarching vision)</i>
Child Sexual Exploitation	Deputy Team Manager	MASE	<p>LS to ensure CSE lead is invited to Team meeting to discuss process of referral</p> <p>LS to feedback to team any patterns / risk areas / trends on a monthly basis at team meeting (standing agenda item)</p> <p>Identify and share research in relation to those who are at risk of CSE and any links to Youth Justice.</p>
Prevent	YOT Manager	Channel	<p>Immediate actions:</p> <ul style="list-style-type: none"> • Ensure staff understand referral process into channel • Ensure all staff have completed online training Ongoing Role • Any identified/ increased risk in relation to LB Harrow
Missing Children	YOT Practitioner	Monthly at risk missing children meeting	<p>Immediate actions</p> <ul style="list-style-type: none"> • ASG will continue to attend Monthly at risk meeting and individual information on cases will be collated from YOT Practitioner <p>Ongoing Role</p> <ul style="list-style-type: none"> • Share research in relation to push and pull factors as to why children go missing and any link to YJ system
Gangs	YOT Practitioner and Deputy Team Manager	Gangs Matrix Meeting YJB Gangs Forum	<p>Ongoing Role</p> <ul style="list-style-type: none"> • LS to ensure written update is provided to all staff re: police operations / impact on geographical locations / those linked to Young People known to YOT. • To bring back research / effective interventions from forum and share with team as resources • To support referrals into gangs intervention within LA

Champion area	Staff member	Meetings attended / input to / gather info from	What are you expected to achieve by being a champion? <i>(how you do this is up to you to determine but managers will be willing to support and discuss where needed – remember this is not an exhaustive list, just the overarching vision)</i>
Safeguarding	YOT Practitioner / Deputy Team Manager		Ongoing Role <ul style="list-style-type: none"> To support staff in increasing their understanding of safeguarding within the YJ system Link research to practice and support this within assessments (DTM)
Victim work	Victim Liaison Practitioner		Ongoing Role <ul style="list-style-type: none"> To ensure staff understand the importance of individualising victim empathy work To identify meaningful ways this can be supported within plans
Restorative Justice	Restorative Justice Coordinator		Ongoing Role <ul style="list-style-type: none"> To train staff in RJ practice To support staff in embedding RJ within their day to day work To identify meaningful ways this can be supported within plans
Effective Interventions / Research	Probation Officer / YOT Practitioner	YJB Effective Practice Forum	Ongoing Role <ul style="list-style-type: none"> To increase understanding and share resources that are considered to be effective in reducing offending / further offending in young people. To increase and promote what meaningful engagement means To assist staff in focussing on a strengths based model such as Good Lives Model
Group Work	YOT Practitioner / Restorative Justice Coordinator		Ongoing Role <ul style="list-style-type: none"> To develop sustainable group work programmes that run throughout the year and can be accessed by all young people within the YOT. To support bespoke delivery of programmes based on changing needs / trends being identified To incorporate services from within the multi agency YOT for regular delivery of group sessions (such as Compass)

Champion area	Staff member	Meetings attended / input to / gather info from	What are you expected to achieve by being a champion? <i>(how you do this is up to you to determine but managers will be willing to support and discuss where needed – remember this is not an exhaustive list, just the overarching vision)</i>
Health	Clinical Nurse / Youth Justice Liaison Diversion Practitioner		Ongoing Role <ul style="list-style-type: none"> To support increased understanding of health needs for those young people within the YJ system To share relevant information / research To assist in the incorporation of health needs within plans for young people
Education/ SEN	Educational Specialist	YJB Send Forum	Ongoing Role <ul style="list-style-type: none"> To advocate with education providers increased access of provision for young people within the criminal justice system To provide regular sessions at the YOT for young people who are NEET / excluded to ensure education needs are being met in the interim To share effective practice and research in relation to education needs of those young people within the criminal justice system.
Substance Misuse	Substance Misuse Worker		Ongoing Role <ul style="list-style-type: none"> Increase awareness of impact of substances within staff group Deliver regular sessions to groups of YOT cohort regarding the use of substances / possession of cannabis Ensure research regarding the impact of substances is shared across the service (this can also be in relation to parental substance abuse impact on children)
Transition arrangements	Probation Officer	Case transfer meetings	Ongoing Role <ul style="list-style-type: none"> To ensure there is understanding across the service regarding the process of transitional arrangements To support staff understanding of what makes a “good transition” based on inspection/ research available across probation

Champion area	Staff member	Meetings attended / input to / gather info from	What are you expected to achieve by being a champion? <i>(how you do this is up to you to determine but managers will be willing to support and discuss where needed – remember this is not an exhaustive list, just the overarching vision)</i>
Quality Assurance	YOT Practitioner	YJB QA support	Ongoing Role <ul style="list-style-type: none"> To increase the use of research in assessments To support developing a “peer” QA network within the team To support increased consistency of QA across service.
Children Looked After	YOT Practitioner	CLA Team Meetings	Ongoing Role <ul style="list-style-type: none"> To attend CLA team meeting and deliver training to support understanding of “at risk” cohort To share research with CLA and YOT regarding the increasing issue of criminalisation of children looked after
Children With Disabilities	YOT Practitioner		Ongoing Role <ul style="list-style-type: none"> To develop links with CWD team To increase awareness in team re: CWD and impact in youth justice
Workforce Development	YOT Practitioner		Ongoing Role <ul style="list-style-type: none"> To create a wider understanding across the service of what “workforce development” entails Share emerging research across the team To increase knowledge / skills across the team to deliver effective and meaningful services to children and families
Early Support (ES)	YOT Manager		Ongoing Role <ul style="list-style-type: none"> To increase access to youth services provision for young people known to YOT across the borough To improve partnership links with Early Support services To increase awareness of what ES can offer for young people and families
Reflective Practice	Clinical Nurse		Ongoing Role <ul style="list-style-type: none"> Develop Reflective Practice across the service

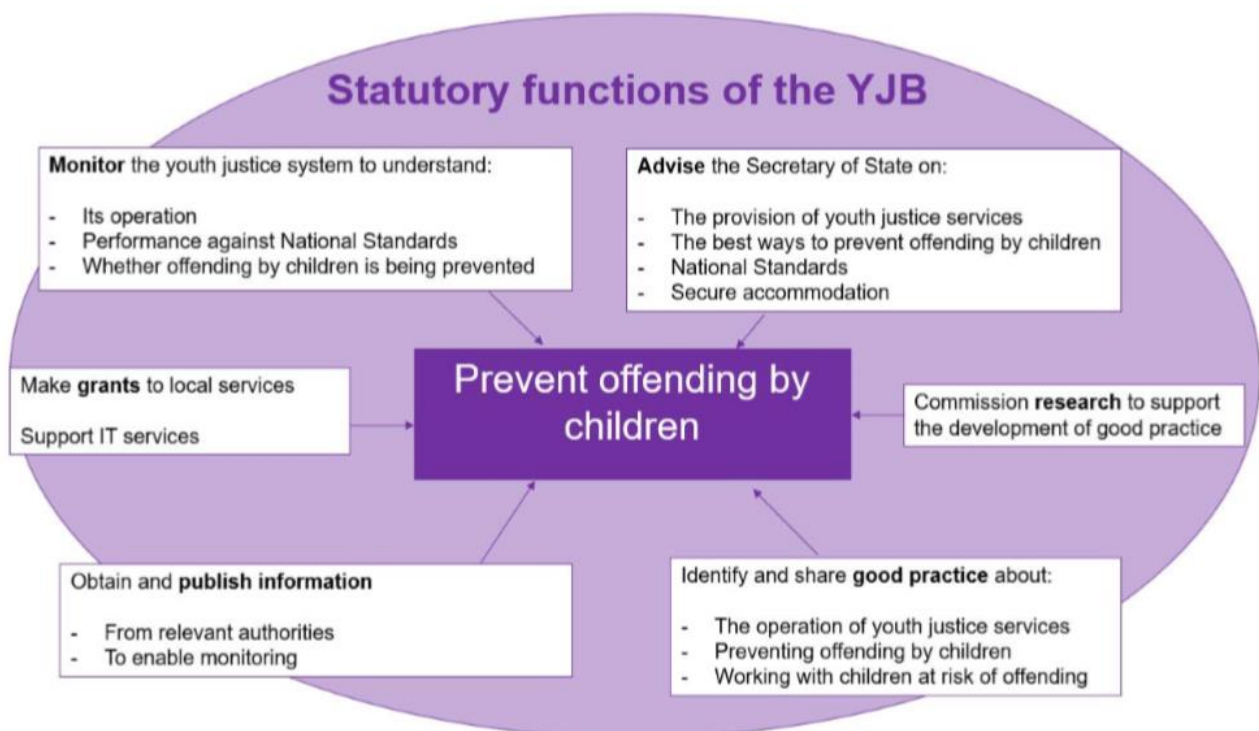
Glossary

Term	Meaning
CCE	Child Criminal Exploitation
CIN	Child in Need (Section 17 Children Act 1989)
CLA	Children Looked After (often referred to as in care, Section 20 (voluntarily / by consent), Section 31 / Full or Interim Care Order (as a result of a Court Order). Children Act 1989.
CP	Child Protection
CPC / ICPC / RCPC	Child Protection Plan / Initial / Review
CPCC / ICPCC / RCPCC	Child Protection Case Conference / Initial / Review
CSE	Child Sexual Exploitation
FTE	First Time Entrant (to the Youth Justice System)
GMAP	Gangs Matrix Panel
HSCB	Hillingdon Children's Safeguarding Board
MAPPA	Multi Agency Public Protection Arrangements
MASE	Multi Agency Sexual Exploitation (Panel)
MASH	Multi Agency Safeguarding Hub
OOCD	Out of court disposal (offence dealt without recourse to court)
RVMP	Risk and Vulnerability Management Panel
VVE	Violence Vulnerability and Exploitation
YJB	Youth Justice Board
YOS	Youth Offending Service
YOT	Youth Offending Team

Statutory functions and strategic approach of the Youth Justice Board (YJB)

The YJB is a non-departmental public body established by the Crime and Disorder Act (1998). It monitors the operation of the youth justice system and the provision of youth justice services. It advises the Secretary of State on matters relating to the youth justice system, identifies and shares examples of good practice and publishes information about the system: reporting on how it is operating and how the statutory aim of the system ('to prevent offending by children and young people') can best be achieved.

The YJB is the only official body to have oversight of the whole youth justice system and so is uniquely placed to guide and advise on the provision of youth justice services.

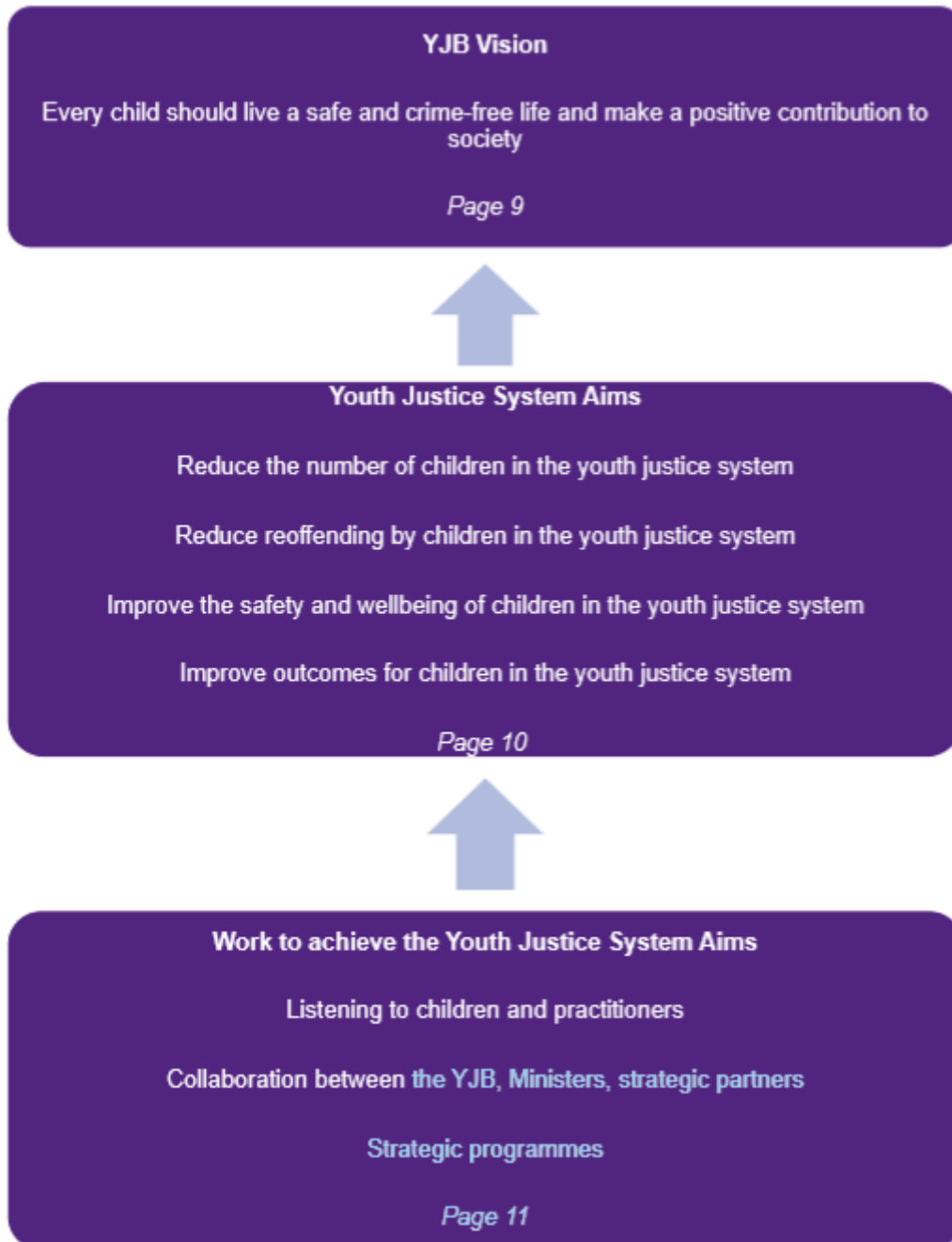


The YJB aspires to be:

- Child-centred
 - We see children first and offenders second. We make every effort to champion the needs of children wherever they are in the youth justice system and ensure we give them a voice.
 - We strongly believe that children can, and should, be given every opportunity to make positive changes.
- Outcome focused
 - We are outcome-focused in fulfilling our statutory functions. We provide leadership and expertise and promote effective practice across the youth justice workforce to maximise positive outcomes for children and their victims.
- Inclusive
 - We strive to challenge discrimination and promote equality, and we work with others to try to eliminate bias in the youth justice system.
- Collaborative
 - We encourage system-led change, and are enablers to innovation. We actively encourage, facilitate and engage in partnership working to help meet the needs of children, their victims

and their communities. Trustworthy ☑ We endeavour to act with integrity in everything we do.

Our strategic approach



Consultation questionnaire

Question	Response	Comment / suggestion
Are the strategic objectives the right ones?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially	
Is the delivery approach the right one?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially	
Is Harrow's YOT Partnership Board effectively established?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially	How could it be improved? Which other groups be represented/involved?
How else can the Youth Justice Plan be improved?		
Would you be like to be involved in contributing / producing / reviewing the effectiveness of the Youth Justice Delivery Plan or future Youth Justice Plans?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe: I'd like to be kept informed of developments / opportunities	If you have said "Yes" or "Maybe" please provide an email address we can write to you at regarding this. You can advise us to stop emailing you at any time. email:
How should we publicise opportunities to be involved with co-producing and monitoring the effectiveness of these plans in future?	<input type="checkbox"/> Email <input type="checkbox"/> Website <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> WhatsApp Group <input type="checkbox"/> Other: please specify	Please tick as many as you wish. If you ticked other, please specify here

Thank you

Annex - YJB Guidance on YJ Plans

Legal framework

Local authorities continue to have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services. The following guidance remains predominantly unchanged from previous years.

Section 40 of the Crime and Disorder Act 1998 sets out the youth offending partnership's responsibilities in producing this plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan, setting out:

- how youth justice services in their area are to be provided and funded
- how the youth offending team (YOT) or equivalent service will be composed and funded, how it will operate, and what functions it will carry out.

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

'[Modern Youth Offending Partnerships](#)' and '[YOT Management Board Guidance for Wales](#)' provide additional guidance about drafting a youth justice plan and its relationship to other strategic plans.

The strategic and operational standards set out in the opening section of the '[National Standards for Youth Justice Services](#)' (2013) also detail policy and practice expectations that should be considered when drafting the youth justice plan. HMIP Probation Performance Standards contained within domain 1 of the YOT inspection guidance can also be referenced.

Content and structure

YJB guidance regarding the structure and content of the plan has been further reduced to enable localities to prepare a document which best fits specific needs. The YJB does not prescribe a template but provides a set of recommended sections (as follows) coupled with the suggestions for authors (immediately below) by taking into account how their youth justice services: -

- are delivering, against the three key indicators to reduce first time entrants, reduce reoffending and appropriately minimise the use of custody; and in Wales the four key indicators relating to devolved services that have been agreed with the Welsh Government.
- have assessed the needs of your cohort to inform delivery decisions.
- have identified local priorities and planned how these are to be met.
- are measuring impact.
- are responding to and mitigating against the risks to delivery.

Standard sections:

1. Introduction

This should include a high-level review of last year's plan, including:

- any major in-year changes to governance or service delivery
- the partnership's response to individual or thematic HMIP inspection reports published in the previous twelve months.

2. Structure and governance

This section should provide an overview of how the local authority is meeting statutory requirements for the oversight of youth justice services.

Please set out how the local partnership works to:

- hold the service to account for its practice
- monitor and meet conditions set out in any grant made by the YJB, e.g. timely submission of data, compliance with secure estate placement information and completion of national standards audits.
- support the YOT in overcoming barriers to effective multi-agency working and ensures that partner

agencies make an effective contribution to delivering against key youth justice outcomes.

3. Resources and value for money

Your youth justice plan will need to provide assurance that the YJB grant will be used exclusively for the intended purpose i.e. 'the *delivery of youth justice services*', by summarising its intended use.

YOTs will be required to include, within their annual Youth Justice Plan, a budget which provides details of how they propose to use this funding to fulfil the purpose of the grant. The format of this is at the YOTs discretion, but must allow the YJB to clearly identify how the grant has been spent.

Note: Failure to return a satisfactory plan by the stipulated timescale will result in the grant being withheld.

A table showing the financial, staffing and in-kind contributions made by local partners and others should also be submitted through the Youth Justice Application Framework (YJAF). Table 1 at the end of this document indicates what information is required. Should a YOT having difficulty submitting via YJAF, they should seek advice from YJB.

This section should also include:

- a description of how any other relevant grants from the YJB are being used for their intended purposes (including Junior Attendance Centres as relevant).
- confirmation of compliance with the minimum staffing requirements set out in the Crime and Disorder Act 1998 (which requires that the YOT has a nominated person from each of the following statutory partners: police service, children's services, national probation service, education and health). Where this cannot be confirmed, the plan should set out the steps being taken to ensure compliance with this requirement.

4. Partnership arrangements

This section should:

- describe the YOT's links to, and relationships with, other key service delivery providers especially those directed at safeguarding children and those directed at protecting people from harm.
- describe other commissioning arrangements that are intended to secure improvements against the relevant national youth justice outcomes. This is particularly important where key service delivery activity is undertaken outside the YOT.

5. Risks to future delivery against the youth justice outcome measures

This section should:

- include proportionate information on emerging or continuing concerns about performance on reoffending outcomes and action plans to reduce risks i.e. where performance is good, measures to sustain performance are sufficient. Where performance is poor, the plan should include the findings of analysis in to why this is the case, including the identification of concerns relating to any specific groups within the cohort, along with actions and timescales by which improvement measures will be put in place.
- highlight emerging or continuing concerns about improvements against First Time Entrants and Custody measures and the actions planned to reduce these risks, with particular reference to reoffending by looked-after children and those being resettled from custody
- describe any planned service reviews, self-assessments, peer reviews or audits that the service intends to undertake, including those related to thematic inspection findings.

While not directly linked to an outcome measure, it is recommended that this section also includes intended actions to respond to the diverse needs of children and young people in contact with your services including any known disproportionality concerns.



Harrow Borough - Community Safety Partnership Knife Crime and Serious Violence Plan 2018/19

	Name	Organisation	Role	Strategic Aims	Outcomes/Measures of Success
ACTION PLAN SENIOR LEADERSHIP STRUCTURE	Clr Krishna Suresh	Harrow Council	CSP Chair	Protection of Life	
	Sean Harriss	Harrow Council	Chief Executive	Reduction in youth violence	
	Simon Rose	Police	BCU Commander	Bring Offenders to Justice	
	Paul Hewitt	Harrow Council	Director of Children's Services	Support victims and their witnesses	
	Carole Furlong	Harrow Council	Director of Public Health		
	Richard Lebrun	Harrow Council	Director/Head of Community Safety		
	Simon Rose	Police	Borough Commander London Fire Brigade		
	Madeleine Benjamin		ACO National Probation Service		
	Roxy Hansen	CRC	CRC Borough lead officer		
	Nick Powell	Harrow Council	Local Authority Housing Director		
	Clr Graham Henson	Harrow Council	Local Authority Leader/Mayor		
	Clr Krishna Suresh	Harrow Council	Lead Member for Community Safety		

Ref		Actions										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
GOVERNANCE 151	1	CSP Meeting agendas to include Knife, Gun and Serious Violence Performance, consideration of habitual knife carriers, community tensions and stop and search as standing items	Greater awareness of partnership activity on this agenda, and feeding into correct strand for update actions/considerations.	Alex Dewsnap	Council	Sep-18	TBC	Police		Included on Safer Harrow Agenda. YOT Bd covers the habitual knife carriers who are under 18		
	2	Monthly Violent Crime Partnership Tasking Meeting (or local equivalent) to include Violence Intelligence Briefing, tasking of partnership services to target offenders and hotspot locations; maintain and or review Events Tracker to identify and manage events of risk, monitor and review community tensions	Utilising existing governance to cover these	Richard Le Brun	Council	Sep-18	TBC	Tanya Sprunks, Police; Janice Noble, Council		Daily Violence, Vulnerability and Exploitation meeting to cover individuals / incidents of note from Police overnight reports to ensure all actions taken to address. E-cins put in place April 2019 to share information about individuals of concern to allow a more achilles heel approach. Community Tensions monitored by Police following incidents. Monthly Police TTCG to monitor hot spot areas. Council ETCG monthly meeting to target hot spot areas. Action plans formed will then go up to Safer Harrow.		
	3	YOT plan includes specific reference to reducing serious youth violence	Alignment with wider plans for under 18's	Paul Hewitt	YOT Board	Apr-19	Apr-20			Signed off by YOT Partnership Board and Progress is scrutinised and monitored by YOT Board and the Safer Harrow Partnership		

Ref		Actions										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
TARGETTING LAWBREAKERS Enforcement and criminal justice response to knife crime	1	Analysis to support targeted enforcement - Community Safety Strategic Assessment to include Serious Youth Violence, Knife and gun enabled crime (to be refreshed annually)	Better understanding of local picture	Alex Dewsnap	Council	01/02/2019	01/05/2019	Safer Harrow partners		The 2019 Strategic Assessment included an analysis of of Serious Yoth Violence, Knife and gun enabled crime. This will be included in the forthcoming annual assessments too.		
	2	Use ISTV data, social media intelligence, local drugs markets and analysis of local county lines, plus any other relevant data sources to inform the strategic assessment analysis	See Comment	David Harrington	Council			Safer Harrow partners		Data received on these areas is acted upon through our regular tasking meetings, e.g. VVE Daily Meeting. There is currently no resource/capacity available to capture this data in any sytematic way which would then support strategic analysis. ISTV data is still not coming to Harrow on a regular and consistent basis.		
	3	Police Activity Tracker to be maintained to record, monitor and review key police tactical interventions and activity	Better understanding of local picture	Tanya Sprunks	Police	01/09/2018	TBC			TTCG data to feed into Safer Harrow		
	4	Children and Young person Multi-Agency Panel response to those repeatedly committing knife crime offences, including Police, Community Safety, Adult's and Children's Services, YOT, CRC, NPS. Meeting minimum of monthly with TOR and menu of options to manage risk through enforcement, prevention and diversion, including London Gangs Exit and or local LCPF funded services	Exists in Harrow as our Safety and Wellbeing Management Panel	Mark Scanlon	Council	01/09/2018	Ongoing	Partners as shown in action		This group has been established now since 2017. ToR and attendance reviewed Spring 2019. Processes and composition refreshed.	H:RVMP SafetyWellbeingManagementPanel	

Ref		Actions										Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status

KEEPING DEADLY WEAPONS OFF OUR STREETS Addressing the accessibility and availability of knives	1	Develop an agreed joint programme of actions to remove weapons and provide reassurance including Trading Standards initiatives (e.g. knife crime test purchases)	Better coordination of activity to deliver safer communities.	Dave Corby	Council	27/09/2018	Ongoing	Tanya Sprunks, Police		Day of Actions programme developed annually. Joint monitoring form being used to bring all data together on the programme of activity	
	2	Regular knife sweep measures at Wealdstone Knife Sweeps at Youth Centre after every youth session	Building young people's cooperation with safety enhancing measures	Mark Scanlon	Council	01/12/2018	Ongoing			One knife was found after one session in the last quarter.	
	3	Non pattern, knife arch run by BTP at Wealdstone	Community engagement in safety enhancing practices	Mark Scanlon	Council	01/02/2019	Ongoing	British Transport Police		Young people welcomed the additional reassurance this brought.	

Ref	Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	Risk RAG status
	152 PROTECTING AND EDUCATING YOUNG PEOPLE Recognising the importance of prevention and working alongside schools	1	Work to ensure schools are safe places to learn that build young people's resilience		Paul Gamble	Harrow High School, and chair of Serious Incident Group			Paul Hewitt, Council		Serious Incident Group, regular meetings with safeguarding leads.		
		2	Schools to include knife crime and youth violence within their safeguarding plans as per Ofsted guidance expected September 2018	Schools do include knife crime and youth violence within their safeguarding plans as per Ofsted guidance	Paul Hewitt	Council	01/09/2018	Ongoing	Schools, police		School Standards and Effectiveness Team will support the oversight of schools standards, including Ofsted requirements. HSCB has recently published a new model policy on safeguarding which includes youth violence and new duty in relation to peer on peer abuse; LA Section 11 audit of school policies will highlight any needed best practice advice (this is kept under review); No specific OFSTED guidance on knife crime currently available (November 2018)	HSCB model safeguarding policy; Section 11 audit summaries and best practice sharing; OFSTED school reports; Annual Report to Cabinet of Head of SSE	
		3	Work to minimise school exclusions and support young people back into education, employment and training	Reduction in the use in permanent exclusion and improved timescales of return to mainstream education; continued high performance in NEET	Paul Hewitt	Council	01/09/2018	Ongoing	Schools, police		School Standards and Effectiveness Team will support the oversight of schools standards, including Ofsted requirements. The Education Performance Team will continue to support data collation and Education Services will continue to provide exclusions data to the HSCB sub committee and will provide data, analysis and any strategies to reduce exclusion to the Safer Harrow Board and will include information on the timeliness of return to mainstream provision; NEET data will also be made available as requested	School Exclusions in Harrow 2017 and supporting data; ReportSpecial Education Needs in Harrow 2017, 2018 reports; Termly monitoring of Prospects NEET contract Reports	
		4	Monitor exclusions data through local education arrangements and also six monthly at CSP	Exclusions continues to be monitored in Education Services and HSCB and is an agenda item for discussion as the Safer Harrow Board;	Paul Hewitt	Council	01/09/2018	Ongoing	Schools, police		School Standards and Effectiveness Team will support the oversight of schools standards, including Ofsted requirements. Education Services will continue to provide exclusions data to the HSCB sub committee and will provide data, analysis and any strategies to reduce exclusion to the Safer Harrow Board	School Exclusions in Harrow 2017 and supporting data; ReportSpecial Education Needs in Harrow 2017, 2018 reports	
		5	Supporting children in care and care leavers through diversion and preventative work that is bespoke to the risk of them becoming involved in serious violence	Weekly missing meetings, tracking relevant missing episodes + monthly consideration of CLA at the Safety and Wellbeing Panel	Peter Tolley	Council	01/09/2018	Ongoing	Virtual School, Economic Development, LAC Nurses, Schools		Considered at Corporate Parenting panel through annual presentation of VVE report. Also considered at the YOT Bd		
		6	IGNITE Targeted outreach to minimise harm with Young People vulnerable to gangs and violence	Increase awareness of alternatives and consequences	Mohammed Ilyas	Ignite			Council and VCS		This has been a very successful programme, with almost 300 young people engages in various activities including mentoring, and sports.		
		7	Early Support Service - Schools engagement programme (including behaviour hubs and Helix)	Awareness raising to year groups and targeted programmes to identified vulnerable individuals	Mark Scanlon	Early Support Service	01/04/2018	Ongoing	Schools		All primary schools now allocated and 3 High Schools	Evaluation report for High Schools expected April 2019. UPDATE: 14.05.2019: delayed due to officer departure. Consideration of commissioning report for primary schools	
		8	Early Support Service - Mental toughness Programme + Train the trainer	Increased resilience and ability to make more robust decisions about involvement in county lines / serious youth violence / gang affiliation	Mark Scanlon	Early Support Service	01/04/2018	Ongoing	Schools and YOT		Increasing demand in schools so capacity being increased across all early Support Practitioners to be able to deliver this programme. Train the trainer programme across Early Support Staffing in Spring 2019. 14.05.2019 Train the trainer being rolled out over Spring and Summer 2019	Included in YOT Annual review plans	
		9	Premier League Kickz Programme available to PRUs (in those boroughs where the programme operates) via partnership SLA with Cedars YCC	Offers positive activities for young people	Mark Scanlon	Cedars - Youth and Community Centre (Trust)		Ongoing	Harrow Council Children's Services and Education Services. Young Harrow Foundation		Social Impact report 2019. YOT HoS Chairs management committee alternate years.	Social Impact Report 2019	
		10	Adoption of a restorative justice approach - YOT practitioners are trained / to be trained.	Research shows effective in reducing reoffending and increasing victim satisfaction	Mark Scanlon	YOT			Children's Services		4 currently trained. Whole team to be trained during 2019. Team data shows victim satisfaction in place with those engaging.		

11-17	11	Redthread	Using the teachable moment - enabling victims of serious youth violence to reflect on choices bringing them to this point and to initiate trauma informed recovery	YOT / Community Safety?	Redthread			YOT / Community Safety		Delivered out of 3 central london hospitals. Used across Harrow. Continues to be used for Harrow's young people.		
	12	London Gangs Exit Programme	Support Young People at risk of association or involvement with Gangs	?			Ongoing	Harrow YOT		Available to refer to through Harrow YOT. YOT to promote use of this service		
	13	Street Doctors	Delivers emergency first aid training to those at risk of street violence - saves lives by emergency procedures including CPR, wounds and calling assistance	Mark Scanlon	Early Support Service			Ongoing	Community Safety, Children's Services		Ongoing delivery to YOT and YOUTH clients on target	
	14	Knife Crime Champion within YOT to develop bespoke groupwork programme	To develop a group programme across YOT and Youth Offer clients to prevent and offer early intervention to vulnerable young people	Mark Scanlon	Youth Offending Team	01/04/2019					Currently at planning stage. Risk assessment will need to be robust.	
	15	YOT Specialist approach to working with young people with a related offence	Addressing likelihood to reoffend	Mark Scanlon	Youth Offending Team	Ongoing	Ongoing		Children's Services, Community Safety		YOT clients are reducing first time entrants but reoffending rates are increasing as we address the hard core of children offending who remain	
	16	Victim liaison YOT practitioner post in place - offers risk assesment for Restorative Justice Work and accesses named link for Victim Support	Enabling a restorative justice approach - which is shown to be effective in reducing reoffending and increasing levels of victim satisfaction	Mark Scanlon	Youth Offending Team	Ongoing			Children's Services		Practitioner will leave in March 2019 and the post has been recruited to awaiting start date	
	17	Early Support Service - Youth Offer - monthly themes includes: knife crime and serious youth violence	Universal awareness raising to semi targeted group of Young People in one of the borough's geographical hotspot areas	Mark Scanlon	Early Support Service	Ongoing			Children's Services		Knife arch was implemented voluntarily on one weekend and seen as successful. To be randomly repeated occasionally.	

Ref	Actions										Risk
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Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
153 STANDING WITH COMMUNITIES, NEIGHBOURHOODS AND FAMILIES AGAINST KNIFE CRIME	1	Develop or update CSP approaches to working with communities to tackle knife crime, including appropriate programmes of community development, capacity building and structured dialogue		Alex Dewsnap	Council	01/07/2018	TBC	Police, Voluntary sector		Harrow Council has embarked on a community engagement-based model to addressing community safety issues through a pilot project in Wealdstone. The Wealdstone Action Group, which meets quarterly with the community, was formed in September 2018 to take forward several joint actions that were agreed upon in consultation with the local community through a community engagement event. A similar approach is beginning in South Harrow where a research and community engagement project is also being carried out to help influence strategies to build		
	2	Community Tensions Monitoring - Assessment by MPS to be supported by CSP partners so it is based on multi-agency data		Tanya Sprunks	Police	Already being done		Council and VCS		Already being done, and being shared across the partnership, including daily duty officer handover.		
	3	Facilitate community involvement in Stop & Search - including the monitoring S60 by community representatives and including a standing agenda item at Safer Neighbourhood Boards		Ed Baildon	Police	Already being done	Ongoing	Schools, Council.		Safer Neighbourhood Board to be advised of this by MOPAC, as statutory agencies not responsible for SNB.		

Ref	Actions										Risk
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Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
SUPPORTING VICTIMS OF KNIFE CRIME Ensuring that improving support to victims is at the heart of a holistic response	1	Local Safeguarding partners to ensure all young victims of knife crime have are referred to appropriate packages of support across both statutory and voluntary provision	Young people are identified through redthread activity. Daily MASH meeting ensures that young people are identified and appropriate services are delivered to young victims of knife crime.	Neil Harris	Council	Ongoing	Ongoing			Red Thread provide the first referral onto other services when person goes to St Mary's Hospital for trauma related injuries up to age of 24. Standard child protection procederes take place and are referred through the MASH for children up to 18. Safeguarding Board has a role to support.		
	2	All young victims of knife crime to be assessed for referral to CAHMS where determined appropriate in the light of risk / harm	Referral pathway identified via daily MASH and VVE meetings.	Parmjit Chahal	Council	Already being done	Ongoing	All agencies in the MASH		Assessed through MASH already, so would take account of CAMHS through this process.		
	3	London Trauma and A&E centres to provide safeguarding information to local partnerships and hence maximise opportunities for "teachable moments" and rapid service referral/support	See 1 and 2 above.	Julia Mayer	Redthread	Already being done	Ongoing	St Mary's, Northwick Park Hospital.		Redthread continue to work with young people across Harrow. In addition we work closely with community partners in both the local authority and the voluntary sector, particularly youth workers from the Ignite charity. Since January 2019 we have worked with (or are still working with) 5 young people from the London Borough of Harrow.		
		YOT Offer a restorative approach to victim work		Mark Scanlon	Council	Already being done	Ongoing			New Action		

Ref	Actions											Risk
Theme	Action No	Actions	Outcomes	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Comment	Document Reference(s)	RAG status
OFFERING WAYS OUT OF CRIME Recognising that young people should be offered interventions which help them move away from criminality	1	Pre-court and post conviction knife crime offenders to be provided with bespoke community sentence interventions. Young offenders have RO/YRO conditions/requirements tailored to knife crime offending as part of the young person's 1:1 YOT practitioner work	Audits describe bespoke community sentences	Mark Scanlon	Council (YOT - under 18s)	Ongoing	Ongoing	YOT Bd Members		YOT to support for under 18s. For over 18s: Gang nominals supported through IOM. Criminal Behaviour Orders also being used in Harrow.		
	2	Develop local schedule of intervention options taking account of available services, potentially drawing on London Gangs Exit, LCPF funded intervention providers, community seed fund local providers and services commissioned through the Young Londoners Fund, as well as CSP statutory agencies		Alex Dewsnap	Council	Ongoing	Ongoing	Safer Harrow Members		Safer Harrow VVE Strategy Delivery Plan and Youth Offending Service Delivery Plan takes account of this.		
	3	SLA with MIND - Mindfulness programme: Targeted at YOT clients. Delivered to 2 cohorts within 2018. A further 6 cohorts (up to 6 young people in each) commissioned for 2019	Enhanced thoughtfulness and mindfulness for vulnerable young people	Mark Scanlon	Council (YOT - under 18s)	01/04/2018	01/04/2020	YOT Bd Members		Ongoing delivery to YOT and YOUTH clients. SLA review for Spring/Summer		
	4	Tallships programme - enabling YOT clients to mix with Harrow School Pupils and Staff on a residential sailing programme	Enhanced social skills and integration between vulnerable young people	Mark Scanlon	Council (YOT - under 18s)	01/04/2017	Annually	YOT Bd Members		Been running for several years - 10 YOT clients and 10 Harrow School pupils		
	5	County Lines - Harrow response - Integration with London Wide Rescue and response Service with eCINS and VVE team	Reduce incidence of County Lines offences / increase resilience of vulnerable young people	Mark Scanlon	Council (YOT - under 18s)	01/04/2018	Ongoing	Community Safety, Children's Services		Working in partnership with "Rescue and response service" hosted in Brent - offering a service across London for reporting vulnerable young people	YOT Plan stands alone but Delivery Plan is within VVE and Knife Crime Plan. Updates will take place to VVE delivery plan and this plan	

Theme	MENU OF OPTIONAL ACTIONS TO ADD TO THE ACTION PLAN	
GOVERNANCE		
TARGETING LAWBREAKERS Enforcement and criminal justice response to knife crime	1	Compile a gangs problem profile for the borough, taking appropriate account of county lines. be reviewed in-depth every three years and refreshed every 12 months
	2	Use of intelligence led Stop and Search including use of S60 in accordance with NPCC guidance
	3	Local Authority enforcement through use of all enforcement assets to target locations and offenders, for example CCTV, Enforcement Officers, Parking Enforcement, removal of abandoned vehicles
KEEPING DEADLY WEAPONS OFF OUR STREETS Addressing the accessibility and availability of knives		Knife Amnesties
		Community Weapon Sweeps
		Knife Bins
		Responsible retailer agreements
		Target Hardening of retailers to prevent shoplifting
PROTECTING AND EDUCATING YOUNG PEOPLE Recognising the importance of prevention and working alongside schools		Universal Knife Crime/Violence awareness programmes across all education establishments be mapped to avoid duplication and identify establishments with no or limited provision, to support signposting to providers
		Promote the use of knife wands in education establishments
		Intelligence sharing and tension monitoring between education establishments and local authority through safer schools officers
		Safer Schools Officers available to every school in the borough
		Promote the London Needs You Alive Campaign within local prevention awareness campaign:
		Serious Youth Violence an agenda item at local DCS/Headteacher fora at least annually
		Promotion of membership of youth organisations e.g. Police Cadet Scheme, London Fire Brigade Cadet Scheme, Scouts local voluntary sector organisations
		Make Premier League Kickz Programme available to PRUs (in those boroughs where the programme operates)
		Adoption of a restorative justice approach
	Adoption/promotion of City Safe Haven's	
STANDING WITH COMMUNITIES, NEIGHBOURHOODS AND FAMILIES AGAINST KNIFE CRIME		Map key communities and leaders, review six monthly
		Develop a post incident community response - a local partnership response to serious violent critical incidents . To be based upon forthcoming commissioned work commissioned by <u>MOPAC in collaboration with the MPS and London Councils</u>
		Business Community to be involved through Business Improvement District, Regeneration agencies and/or <u>Business Crime Partnership meetings</u>
SUPPORTING VICTIMS OF KNIFE CRIME Ensuring that improving support to victims is at the heart of a holistic response		CSP Crime and ASB victims action plan to be developed
OFFERING WAYS OUT OF CRIME Recognising that young people should be offered interventions which help them move away from criminality		Young offenders to have RO/YRO conditions/requirements tailored to knife crime offending (using the Framework of options being developed by the Criminal Justice Task & Finish Group)
		Provide <u>Local programme of appropriately tailored diversionary activities</u>
		CRC/NPS bespoke license conditions for knife crime offenders should include opportunities for training, employment, education and housing
		Work with the Voluntary Community Sector to develop and deliver a range of services that support young people and enhance the overall approach to tackling serious youth violence

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	4 June 2019
Subject:	Final report of the Scrutiny Review of Highways Maintenance
Responsible Officer:	Alex Dewsnap, Director of Strategy
Scrutiny Lead Member area:	Community: Councillor Ghazanfar Ali and Councillor Jean Lammiman
Exempt:	No
Wards affected:	All
Enclosures:	Final report of the Scrutiny Review of Highways Maintenance

Section 1 – Summary and Recommendations

This report sets out the findings and recommendations of the Scrutiny Review of Highways Maintenance, which took place between December 2018 and May 2019 and whose scope was agreed by Overview and Scrutiny Committee in November 2018.

Recommendations:

The Overview and Scrutiny Committee is asked to:

1. Consider and endorse the report of the Scrutiny Review of Highways Maintenance
2. Forward the review's report and recommendations to Cabinet for consideration and response
3. Agree that the Overview and Scrutiny Committee review the implementation of the recommendations after 12 months.

Section 2 – Report

Background

Issues around highways maintenance were originally identified for the scrutiny work programme as a result of the Residents Survey 2017 which highlighted to members the level of residents' concerns around highways. The Overview and Scrutiny Committee agreed the review's scope on 13 November 2018.

The purpose of this review was to better understand and influence how Harrow's schedule of highways work is prioritised so as to better inform, engage and consult with residents.

The objectives of the review as set out in the scope are:

1. To establish the nature of residents' concern about the condition of roads in Harrow and other highways issues, as raised in the Residents' Survey 2017.
2. To understand how Harrow's schedule of planned highways maintenance works is formulated and understand the criteria, including financial, for determining in what way works are carried out.
3. To ascertain if and how the Council coordinates different types of planned works to roads and pavements.
4. To ascertain if and how utilities companies coordinate planned works with the council.
5. To investigate how council policies around dropped kerbs and enforcement impact upon the conditions of Harrow's roads and pavements.
6. To examine the quality assurance around contractors' performance on highways maintenance, including enforcement by the council of its contractual rights.
7. To understand how planned works and their progress are communicated to residents.
8. To understand the sources of funding and associated pressures, including TfL involvement, that affect Harrow's highways maintenance programme.

This report presents the findings and recommendations from the Scrutiny Review of Highways Maintenance. The intelligence to inform this review was pulled together between December 2018 and May 2019 and comes from desktop research, question and answer sessions with officers and the Environment Portfolio Holder, review of briefings from the services, data analysis and site visits.

Recommendations from the review are:

1	That on an ongoing basis, the council better informs councillors and residents about the highways inspections that it conducts and commissions, the different types of defects, and the different investigative levels. The Highways Team are to work with the Communications Team in order to produce an information leaflet of bitesize information that could be used by councillors and also given to residents to provide the key facts and figures around highways issues.
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2	That the council considers charging all residents applying for planning permission an additional charge for any damage to driving over verges, which would be refunded if, after building works are completed, it can be shown that no damage was caused.
3	That the council more widely informs residents of planned works, through regular articles in Harrow People and the MyHarrow emails sent to residents. The content of these articles should include messages around behaviour change and highlight the cost impact on the council of selfish behaviour by the public (e.g. driving over verges) which may not be malicious but nonetheless costs the council – money that could be used elsewhere in service delivery. Messages around enforcement should also be reinforced.
4	That the council explores alternative and additional sources of funding for greening, for example in bids to the GLA.
5	That there is greater transparency to members on the Planning Committee on the long term cost to the council of adopting and maintaining a built asset. It is suggested that a standing item on Planning Committee reports provides clarification on officer recommendations in respect of responsibility for assets built by developers and adoption by the council of assets, and allows for check or review of previous decisions on implementation in accordance with guidance.
6	That the Environment Portfolio Holder call a public event for stakeholders on highways maintenance, which disseminates the findings of this review, shares the learning and briefs stakeholders of the key issues around highways maintenance. The event could also demonstrate the websites that use planned works information and that would be useful for residents in identifying nearby roadworks, as well as provide the opportunity to give out the leaflets designed as per Recommendation 1.
7	That members and highways services help make residents better aware of the online tools available to them around reporting defects and tracking the progress of remedial work.
8	That members are strongly encouraged to use the EE members' portal to log concerns. If for any reason members approach individual officers instead, the EE members' portal should be copied into correspondence so that all queries are captured.
9	That the service be asked to design a diagram/map which depicts the route that all residents' queries follow and are handled, so that members can then share this with residents. This will also allow residents to know how to navigate their concerns to the services.
10	That the highways services undertake scenario modelling to explore different models of investment for the highways asset, and that this be used to inform decisions around future spend.

Ward Councillors' comments

Not applicable as the report is not ward-specific.

Financial Implications

There are no specific financial issues directly associated with the report.

Performance Issues

There are none specific to tis report.

Environmental Impact

If accepted, the scrutiny recommendations could in particularly impact upon the council's delivery of the climate change strategy and legislation/strategies relating to traffic and transport; air quality and pollution; and biodiversity, flora and fauna.

Risk Management Implications

Risk included on Directorate risk register? No
Separate risk register in place? No

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? No

Council Priorities

The findings and recommendations from this scrutiny review relate most to the delivery of the following priorities:

Building a Better Harrow

- Create a thriving modern, inclusive and vibrant Harrow that people can be proud to call home

Protecting Vital Public Services

- Harrow has a transport infrastructure that supports economic growth, improves accessibility and supports healthy lifestyles

Ward Councillors notified:	NO, as it impacts on all Wards
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Section 4 - Contact Details and Background Papers

Contact: Nahreen Matlib, Senior Policy Officer, 020 8424 9204

Background Papers:

- Final report of the Scrutiny Review of Highways Maintenance, as enclosed
- Scope for the review, as agreed by Overview and Scrutiny Committee on 13 November 2018:
<http://modern.gov:8080/ieListDocuments.aspx?CId=276&MId=64420&Ver=4>

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May 2019

Overview and Scrutiny Committee

Highways Maintenance Report from Scrutiny Review Group

Review Group Members

Councillor Ghazanfar Ali (Co-Chair)
Councillor Jean Lammiman (Co-Chair)
Councillor Richard Almond
Councillor John Hinkley
Councillor Jerry Miles
Councillor Pritesh Patel

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Version History:

10 April 2019 – first draft

14 May 2019 – second draft

21 May 2019 – final report

Report produced by the Policy Team – for further information, contact the Policy Team at corporate.policy@harrow.gov.uk

CHAIRS' FOREWORD

In the first year of this administration as Community Scrutiny Leads, we have worked together with officer and resident input to devise a work programme for the year. A resident survey informed us about key areas of concern which we discussed with senior officers and member colleagues.

One focus of our work, as highlighted as a concern in the Residents' Survey, has been the often criticised Highways Maintenance which we investigated and planned with the two senior officers at our first review group meeting. Based on their input, we chose a practical approach for our scrutiny review group to view roadworks on the ground. This visit guided by our senior officer proved to be very instructive and enabled the scrutiny review members to ask/challenge, informed by these observations. Our following session again hosted by the senior officer was in the offices which enabled colleagues to dig down into issues we had observed. Additionally, we were able to learn about ways of working and understand how the service delivery is achieved.

And finally our thanks to our officers David Eaglesham and Ian Slaney for their active participation in the review process plus their staff from whom we learned not only the challenges of delivering the service but also the skill and good humour with which they approached it.



Councillor Ghazanfar Ali
Scrutiny Lead for Community - Policy



Councillor Jean Lammiman
Scrutiny Lead for Community -
Performance

BACKGROUND

According to the Local Government Association (LGA), councils fixed a pothole every 15 seconds last year, however funding cuts mean they are trapped in a cycle as they are only able to “patch up” roads. The Asphalt Industry Alliance has warned that prolonged under-investment, coupled with wetter winters, increased traffic and an ageing network, means that the resilience of local roads is at a low point, and that clearing the maintenance backlog is impossible without a significant increase in funding.

The LGA has highlighted a chronic need for more investment in local roads, stating that if the Government reinvested the equivalent of 2 pence per litre of existing fuel duty into local roads maintenance, it would generate £1bn a year for councils to spend on improving the entire local roads network. In the Budget in November 2018, the Chancellor announced an additional £420 million for road maintenance for 2018/2019 financial year. This brings the total funding for pothole repair and roads maintenance up to £6.6 billion from 2015 to 2020.

The highways network is Harrow’s largest asset and includes 1,615 roads over 457km in length and has a gross replacement cost of over £800 million. There is currently a significant backlog of structural maintenance that is valued at approximately £100 million and it is therefore very important to make best use of the resources available to the council for repairs and maintenance to ensure the network remains in a serviceable condition for the travelling public. The council has put in place a system for reviewing and prioritising all highways maintenance defects to ensure resources are used in the most effective way through two main areas of work:

- Reactive maintenance which deals with immediate risks to the public from minor defects
- Structural maintenance which addresses large scale refurbishment due to significant deterioration of the highway structure.

The findings from the Harrow Resident Survey in 2017 highlighted the condition of roadways and footpaths as one of residents’ top priorities for the borough, and also one of the key issues raised with local councillors. We know from the concerns that residents approach us with that the condition of highways is important to the public. The Harrow Ambition Plan 2019 includes a priority to protect vital public services which includes “Harrow has a transport infrastructure that supports economic growth, improves accessibility and supports healthy lifestyles”.

OUR APPROACH

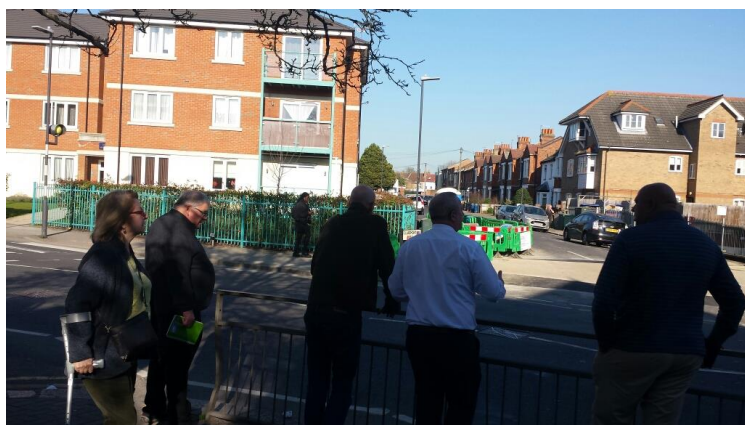
The Overview and Scrutiny Committee commissioned a review of highways maintenance in its work programme for 2018/19 and agreed this review's scope in November 2018 outlining the following aim and objectives for the scrutiny review:

The purpose of this review is to understand better and influence how Harrow's schedule of highways work is prioritised so as to better inform, engage and consult with residents.

The objectives of the review as set out in the scope are:

1. To establish the nature of residents' concern about the condition of roads in Harrow and other highways issues, as raised in the Residents' Survey 2017.
2. To understand how Harrow's schedule of planned highways maintenance works is formulated and understand the criteria, including financial, for determining in what way works are carried out.
3. To ascertain if and how the Council coordinates different types of planned works to roads and pavements.
4. To ascertain if and how utilities companies coordinate planned works with the council.
5. To investigate how council policies around dropped kerbs and enforcement impact upon the conditions of Harrow's roads and pavements.
6. To examine the quality assurance around contractors' performance on highways maintenance, including enforcement by the council of its contractual rights.
7. To understand how planned works and their progress are communicated to residents.
8. To understand the sources of funding and associated pressures, including TfL involvement, that affect Harrow's highways maintenance programme.

For our review we started by carrying out desktop research and a literature review of the relevant background documents and subsequently held question and answer sessions with officers and the portfolio holder, reviewed briefings and data provided by the services and undertook two afternoons of site visits to highway maintenance works across the borough and also the back office functions. In particular, it was valuable for us to see on the ground the works that the council undertakes, as well as back office operations and how the teams interact to work together. This demonstrated to us that the structures are in place and the teams well coordinated to work together.



Members reviewing maintenance works during site visit

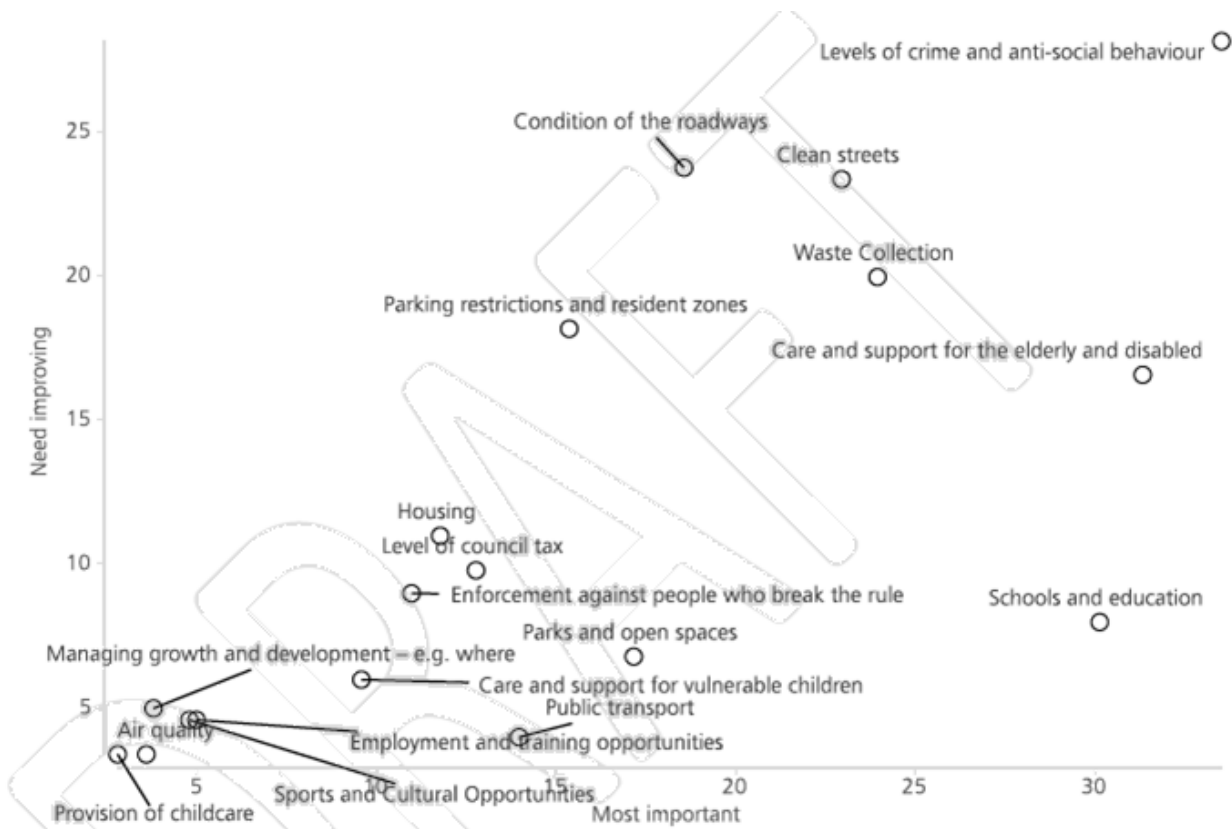
WHAT THE INTELLIGENCE IS TELLING US

For ease of reading, we outline our findings by review objective.

Objective 1 – To establish the nature of residents’ concern about the condition of roads in Harrow and the other highways issues, as raised in the Residents’ Survey 2017

Harrow’s Residents’ Survey 2017 drew 501 responses and responses showed that most residents are concerned about the condition of roads in Harrow. As illustrated in the chart below, the condition of roadways was the second highest option picked for needing improvement from a list of 19 choices. The condition of highways also ranked 6th highest for most important issue and 9th lowest for best performing. This gives us an overall picture of how in need roadways are of requiring work, from residents’ perspectives.

Table 1: Residents’ Survey 2017, services by importance and needing improvement



We also know from our own work as local councillors and the concerns that residents bring to our attention, that the condition of residents’ immediate physical environment is high on people’s list of concerns and issues about the borough that they want action or resolution on from the council.

Objective 2 – To understand how Harrow’s schedule of planned highways maintenance works is formulated and understand the criteria, including financial, for determining in what way works are carried out

Harrow’s schedule of planned highways maintenance works is set into two different categories; reactive repair works and structural maintenance programmes.

Reactive repair works

All footways and carriageways in the borough are regularly inspected by the council's highway inspectors, around three times a year. Localised minor works and repairs are then implemented where a defect exceeds the council's intervention levels and is considered a potential hazard to pedestrians or vehicles, ensuring that highway assets comply with the "Well Managed Infrastructure Code of Practice". The public can also report defects that they see leading to highway inspectors undertaking additional safety inspections to investigate these reports and implement repairs where the intervention levels are met.

Structural maintenance programmes

Major work programmes are produced and developed on the basis of annual condition surveys undertaken to an agreed UK pavement management assessment system (UKPMS), undertaken by specialised highway surveyors. These surveys are then reviewed by the council in line with the principles of the council's highway asset management strategy to determine the maintenance priorities for the year. The council will then produce a targeted programme of work that includes a risk assessment – where condition surveys, traffic usage, reactive maintenance history and any other identified risks are analysed. The overall goal is to achieve maximum benefit from the resources available so that the longevity of the highway is maximised and the speed of deterioration and any future maintenance costs are minimised.

The Department of Transport published a new code of practice two years ago which requires local authorities to implement a risk based approach to assessing the need for highway repairs and maintenance by this year. As a consequence, Harrow's highways inspections manual is currently being revised.

How this work is carried out in practice at Harrow

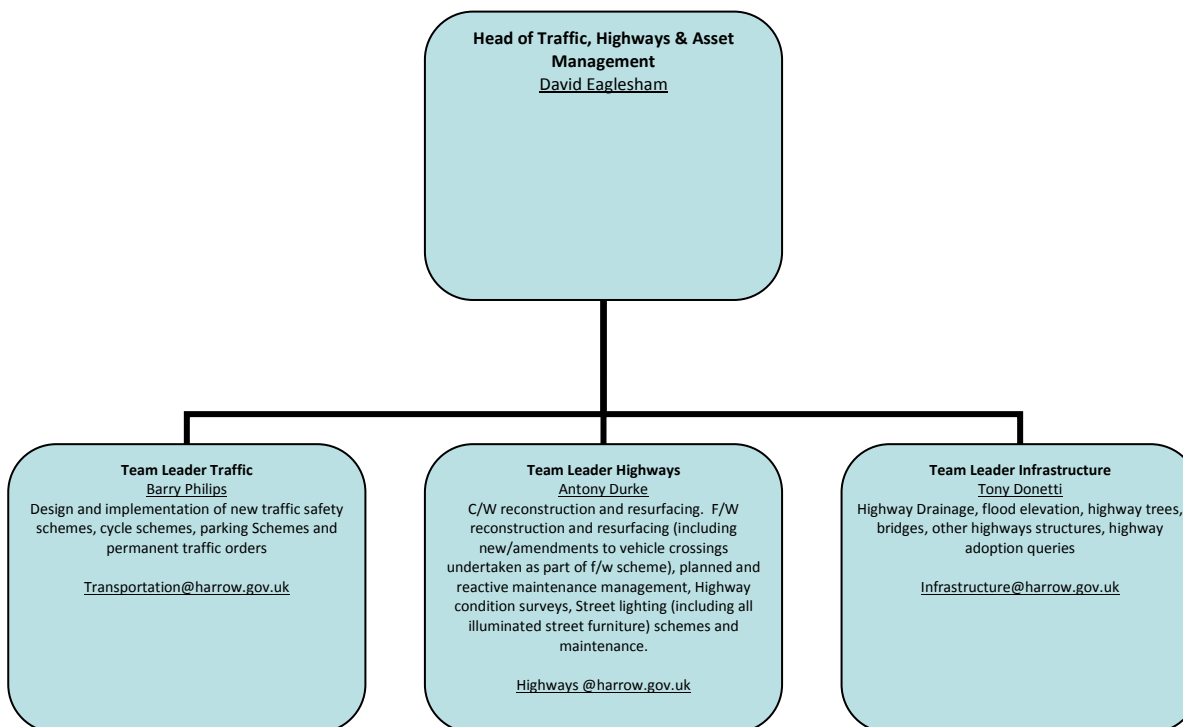
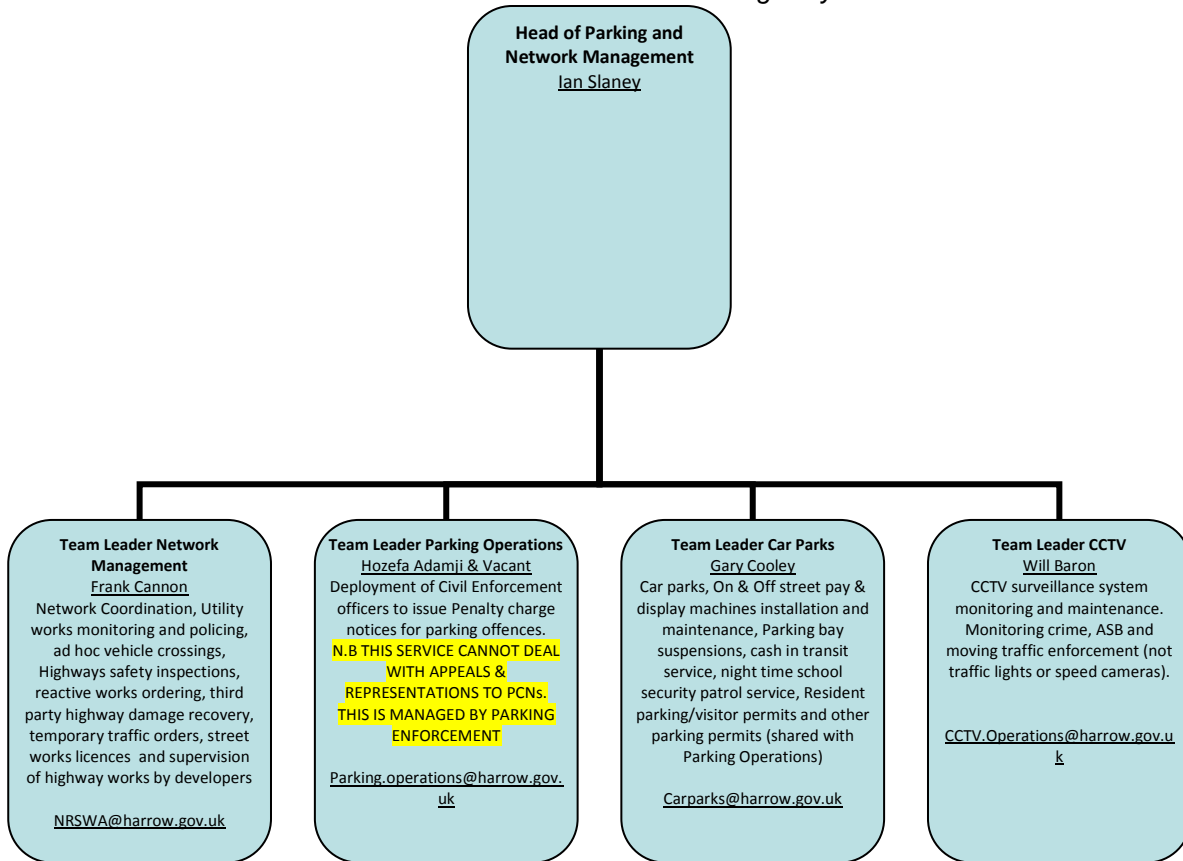
Work on highways is covered by two teams as identified in the chart below:

- Traffic, Highways and Asset Management (THAM)
- Parking and Network Management (PNM)

The organisation of the team structure and budgets comes as a result of the PRISM review undertaken in 2013.

The PNM team inspects roads, identifies defects and commissions works against the budget for reactive maintenance which comes about as a result of cyclical and adhoc inspections. In accordance with the Code of Practice on Well-Managed Highway Infrastructure, every road in the borough is risk assessed to determine the frequency of inspection to be undertaken. Roads are inspected two, three or twelve times a year, however the new code of practice sets out that the inspection frequency should change if required. This budget is held in the THAM team. These inspections by highways compliance officers identify remedial action and the required timescales for repair and can pick up on footway trips and potholes and other highway failures for repair. The two teams work together to provide an effective service. The THAM team oversees the budgets and performance manages the highways contractor.

Table 2: Harrow Council services that cover highways maintenance works



Parking and Network Management

The PNM team of inspectors conduct different types of inspections in which they assess any defects identified in accordance with the guidance in the inspectors handbook and use handheld equipment to log defects and commission works. The works instructions go directly to the highways contractor who has access to the asset management software via a link.

Traffic, Highways and Asset Management

Identified planned works will avoid reactive maintenance unless there is an issue of safety. The cost of works is also considered, for example, if a road needs a lot of reactive work it may be better to put repairs into planned works. It is very rare that roads need a wholesale reconstruction, often it is only the top two layers of the road which is the tarmac that needs remedial attention.

Priorities are driven on an annual basis and therefore coordination of works reflects this cycle. Coordination of different types of works is dependent upon whether the annual programmes overlap, for example if the programme of street lighting replacement coincides with highways maintenance for the same street. There are opportunities to maximise the impact on any one road when the annual programme is being developed, notwithstanding one-off mid-year funding coming on stream. Every effort is made to coordinate works wherever possible but limiting factors around budget, timescales for different work programmes and funding streams should be recognised.

If programmes of work could be looked over a broader timeframe, this could increase coordination. It is planned to develop a detailed Highway Asset Management Plan in the near future that will forecast likely work programmes over the coming three to five years for the different asset groups which will assist with identifying any works co-ordination opportunities in the council's forward planning (e.g. street lighting, footways, carriageways).

In terms of the process of decision making and how to plan the budget:

- Reactive works (potholes and defects) - inspectors assess roads and pavements based on guidance on intervention levels. The new code of practice adopts a risk based approach so considers not just how deep the hole is, but the level of risk involved, and apportion resource based on the highest need and risk.
- Planned works – this is primarily about larger scale structural maintenance and maintaining the condition and longevity of the borough's highways asset and roads infrastructure in the longer term.

With regard to planned works, the council commissions specialist inspectors who are trained to do this work and are accredited and trained in identifying defects and recording information on handheld devices to the UKPMS standard which allows data to be uploaded into standard issue asset management software. The software can then be used to undertake deterioration modelling of the asset to identify the priority areas of need for structural maintenance over various timeframes and with different treatment scenarios. This is very specialised work and therefore commissioned out at about £40k p/a for all the survey work.

We are aware of the huge volume of work that is undertaken by a relatively small group of people. To work effectively and efficiently, this requires the teams to support each other.

The limited resource does limit how much can be done and the distinct expertises do mean there is a limit to how much crossover between the teams can be done e.g. street lighting and highways engineers have distinct expertises. It is important that a piece of work is not double counted and therefore not hitting both reactive and planned budgets. The teams use the apprentice programme and new staff get on the job training. Their work is shadowed and monitored. All enquiries from residents can come to one generic email box and it is up to the service to (re)direct the query to the right place. We acknowledge the impact on the service of customer expectations and the range of queries it has to deal with.

Defects needing intervention

We need to be mindful, and share with residents, that not all imperfections in the road are potholes or defects and therefore will not require intervention. Risk and safety is the deciding factor - there is a difference between imperfections that look unsightly and ones that have potential risk of injury or damage.

On pavements or 'pedestrian desire lines' the defect needs to be 25mm deep (the size of a 10 pence coin) before intervention is required. The intervention levels for designated cycle lanes are different from other sections of the road. We have been told that budgets are simply not available to do the cosmetic repairs. With regard to compensation claims against the council for potholes, the council repudiates about 80% of all claims against it.

Intervention levels of Public Utilities reinstatements are regulated by the different legislation and can be as low as 10mm to require remedial works. This is a very regulated area of UK standards with strict guidance and codes of practice setting out various aspects as to how these are administered. It should be noted however that the council can action repairs proactively if inspectors think that the condition will have deteriorated so much before next inspection that it will become a risk.

Members' knowledge of highways maintenance

As councillors, residents often approach us with highways concerns and therefore we need to be armed with the knowledge to be able to appropriately respond to our constituents. Councillors need to have the an overview of highways inspections and the right sort of information - in scale and scope - available to us, so that it can be better understood and enable us to communicate this to residents. Information should be presented to residents in bitesize pieces e.g. how many roads in the borough, how long Harrow's highways run to, how much intervention costs, how long programmes last, budget constraints, what people need to know.

We suggest that a well-constructed information leaflet would serve the purpose here. This should be available on the website and hard copies can be provided to residents. We would envisage this as explaining to residents the key facts and figures, including the diagram of how enquiries are addressed through the system. The Highways Team should work with the Communications Team to ensure this is presented in the right way. We understand that the 'inspectors' handbook' is being revised and is a technical document with inspectors as the audience. However this could be used as a basis for the information for councillors and residents. We wholeheartedly agree with the Portfolio Holder's advice that it should be kept simple and to the point, avoiding council-speak.

RECOMMENDATION 1:

That on an ongoing basis, the council better informs councillors and residents about the highways inspections that it conducts and commissions, the different types of defects, and the different investigative levels. The Highways Team are to work with the Communications Team in order to produce an information leaflet of bitesize information that could be used by councillors and also given to residents to provide the key facts and figures around highways issues.

Objective 3 – To ascertain if and how the Council coordinates different types of planned works to roads and pavements

Borough wide condition surveys of footways and carriageways are undertaken every year and these are used to determine the priorities for future work programmes based on the condition and level of deterioration reported. These surveys provide detailed information on a categorised suite of typical defects which is used to identify maintenance works. There are two main survey methods that Harrow Council typically uses: SCANNER and DVI surveys.

SCANNER

Annual SCANNER (Surface Condition Assessment for the National Network of Roads) surveys are organised by Transport for London, for inspections of A, B and C class roads across the whole of London. These SCANNER surveys are led by Hammersmith & Fulham on behalf of all boroughs in London at a cost of £1k p/a per borough. These are driven surveys undertaken by special vehicles with monitoring equipment that record carriageway defects. The data obtained can also be uploaded into standard asset management software. The software calculates a road condition index for the principal roads – giving red, amber and green ratings. This is a sophisticated system that scans the roads as the vehicle drives over them and measures different characteristics to assess the condition of the road. Surveys for the Harrow classified road network are forwarded to the council and the other boroughs for assessing maintenance priorities. In previous years, Harrow received a budget from TfL through the borough Local Implementation Plan for principal road maintenance works of approximately £700k per year to undertake repairs on the basis of the SCANNER surveys. This funding ceased for 2018/19 and so, borough funding is now being used to maintain classified roads.

Detailed Visual Inspection

The highways inspectors undertake more visual snapshot inspections as they walk down the road. DVI (Detailed Visual Inspections) surveys under the UKPMS system (United Kingdom Pavement Management System) of categorising defects for both carriageways and footways are organised by the council on the borough road network which is all the unclassified roads in the borough (about 90% of the network). Specialised survey companies that undertake UKPMS surveys are engaged to carry out the inspections which are walked and information recorded on handheld devices against a defined digitised network. There is a detailed range of defects identified which are used by the engineers to determine works programmes for carriageways and footways. The information is uploaded into Asset Management Software (Harrow uses Symology) which can process the data and run reports to assist with developing work priorities. Each year, these condition survey reports are reviewed and particular condition indicators of importance are reviewed to determine a priority list of roads that are inspected on site to verify the need

for treatment. The list is then refined into a final list of work required for the year. This is done in line with asset management principles set out in our strategy.

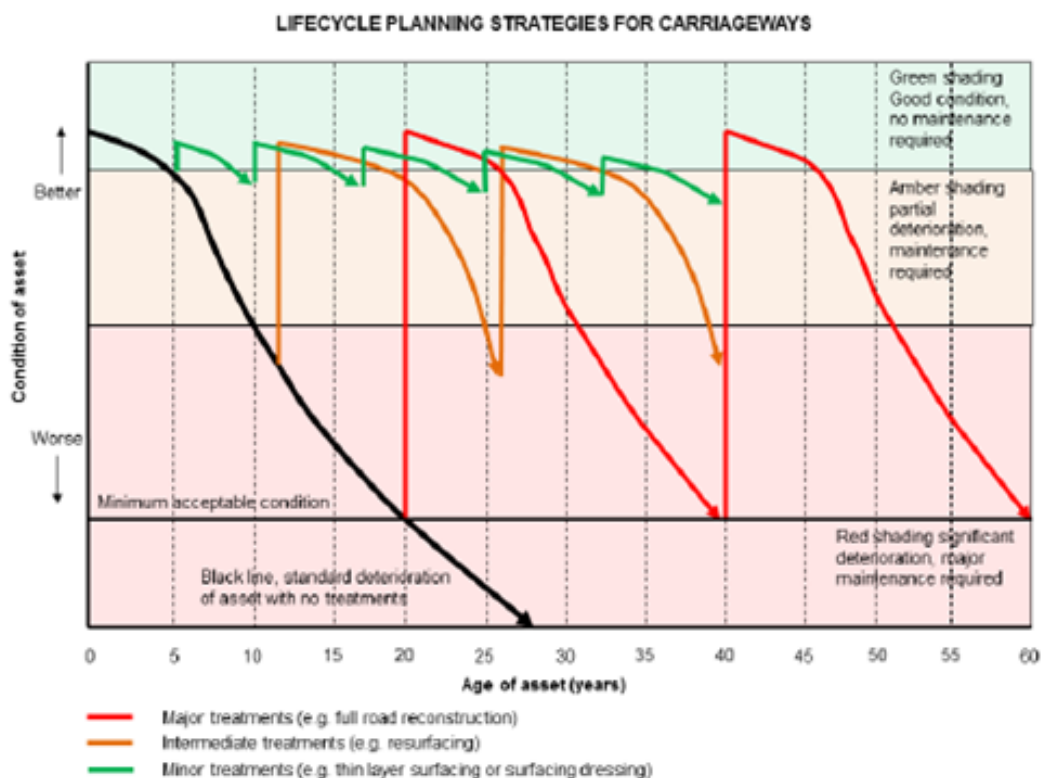
A particular factor to note, as pointed out to us, is that it is not the norm to just tackle the worst first. The aim is to achieve the best use of resources to achieve the longevity of the asset. Therefore, low cost treatments that stop deterioration have a greater impact than high cost interventions that replace areas of deterioration that are beyond preventative maintenance. This is a message that needs to be shared with residents as it would be intuitive to assume that the worst looking defects require the most immediate action. However in practice, a more scientific and strategic approach needs to be taken.

Lifecycle planning

In reviewing the Harrow Transport & Highway Asset Management Policy, Strategy and Plan, we can see that in the short term, lifecycle plans will be focussed on the major highway assets to help support Harrow’s approach to highway asset management, starting with carriageways, footways and street lighting assets. Prioritising these three asset groups is based upon their high profile nature and levels of use. Lifecycle plans for other highway infrastructure asset groups will be developed in the medium and longer term on a risk based approach.

The graph below explains how the upkeep of a highway can be maintained through the different stages of the asset’s life. As we can see, it is clearly better and more cost effective to carry out maintenance when the asset is within the higher amber section of its lifecycle, as it is possible to use cheaper treatments that will then last for another five to six years before needing further maintenance rather than using more expensive treatments (red section) after longer periods of deterioration. The use of cheaper treatments more frequently makes it possible to maintain a much larger proportion of the network and reduce the levels of deterioration over a wider area which uses limited resources more effectively. This is a key principle of the current asset management strategy.

Table 3: Lifecycle planning strategies for carriageways



It is important to recognise the difference between the aesthetics of a road versus the structural integrity and condition of it. Early intervention is the best medicine in the long run. This highlights to us the science behind when to intervene at different points of road condition. The return is better if we do not wait for the road to deteriorate too much or irreversibly. Essentially the aim of the council's highway asset management strategy is to take actions that achieve the best possible overall condition and longevity of the asset.

Objective 4 – To ascertain if and how utilities companies coordinate planned works with the council

Harrow Council currently employs 5.5 compliance officers to carry out cyclic inspections of the highway and to monitor/police the works undertaken by utility companies and others working on the highway.

A significant issue coming out of the Residents' Survey was around works by utilities companies. Every authority is required to coordinate the network. Harrow's team, given its size, is very successful in London in dealing with utilities works co-ordination. Every quarter Harrow chairs a co-ordination meeting with utility companies and Harrow's highways teams to co-ordinate all major works planned works. At these meetings utility companies and the council share forward plans which are used to schedule council resurfacing programmes and also to coordinate works and other events such as events like Pinner Fair and Remembrance Sunday.

Permits for works

All London boroughs and many other Highway Authorities across England now operate a Permit Scheme to manage the co-ordination of works. Works promoters now apply and pay for permits to occupy road space to carry out works, whereas previously they were only required to notify the borough of their intentions. The PNM team can refuse permits, challenge timings and also impose conditions to permits to better manage the works undertaken. All granted permits variations must be paid for and are dependent on the category of works being proposed and the category of road on which is to be excavated. One permit is issued per road for a set of works or phase of works.

Under the New Roads and Street Works Act 1991, local authorities are empowered to charge statutory undertakers for processing permits, undertaking sample inspections of works and issuing penalties for non compliance with permit conditions or codes of practice. This income is ringfenced to fund the PNM team as intended by the legislation. Harrow co-ordinates about 10,000 works per year, all streetworks are regulated and the money received funds the PNM team. Approximately £370k p/a is brought into the borough through issuing these permits. The PNM team coordinates the works ensuring that the least amount of disruption is caused, for example in trying to coordinate gas, water and highways maintenance work to coincide.

We heard from officers that adopting a practical and sensible approach means that Harrow has an excellent working relationship with utilities companies. This is reinforced by the policing and penalties element to the work for the enforcement of statutory undertakers' activities to ensure compliance with legislation. A key function of the streetworks role is to coordinate local authority and utilities work and to protect newly resurfaced assets. This is managed by giving them a notice of proposed major works with sufficient notice (three

months) of Harrow's intention to carry out resurfacing and companies have 20 days to respond.

HS2

Related to this we briefly investigated the impact of HS2 works on Harrow, as power from the electrical sub-station in Imperial Drive is required. We were told that work is underway to coordinate with Hillingdon Council and that the route chosen will aim to minimally impact on residents as far as possible. For residents the works will look no different from water or gas works, and the council is required to accommodate works.

Objective 5 – To investigate how council policies around dropped kerbs and enforcement impact upon the conditions of Harrow's roads and pavements

Enforcement around dropped kerbs

Dropped kerb enforcement is carried out by Parking Operations. Dropped kerbs for vehicle crossings are only enforced if a request is received from the owner/resident of the property affected. The resident must countersign a copy Penalty Charge Notice to confirm that the obstruction has not been authorised. Dropped kerbs at pedestrian crossing points are enforced with or without a request being received. A contravention only occurs when any part of the vehicle is overhanging the section of kerb that is lowered to the level of the adjacent carriageway. This does not include the tapered kerbs at either side of the crossing.

The council has a duty of care to repair defects. Section 133 of the Enforcement Act enables the council to recover costs where it can be demonstrated that someone has caused damage to roads and pavements. This is the mechanism that the council can use to charge lorries or other vehicles damaging footways and carriageways e.g. developers undertaking major building projects. We are told that to date, Harrow has also been very successful in attracting money from developers to put in new pavements, for example where it will improve the overall look of the finished properties in new developments. This is a proactive approach that requires negotiation rather than just recovering costs once the damage has been caused, an approach the review group would encourage is continued, especially as the council's regeneration plans are intensified.

We expressed our concerns about the damage caused to pavements and verges by people driving over them to access driveways. We see many examples of this as we go about our work as councillors and we saw examples of remedial action by the council when going about the site visits undertaken as part of our review enquiries.

Officers explained that if residents find pavements are being damaged, they should take photos of the damage identifying who the culprit is. The council can then act on this – the council will repair the damage and use the back office to recover the costs. It can also use insurance databases to gather evidence and pursue to recover costs resulting from road traffic collisions where street furniture has been damaged. This then comes back into the highways budget, after taking out insurance costs.

It is suggested that the council could charge all residents having development works done and this would be refunded if the verges were not damaged. Therefore the council is not

out of pocket. This would come down to the Planning Department to implement but the different departments must talk to each other in devising a suitable scheme.

Officers told us that the service receives a lot of kickback on driving over verges to access driveways, and it is questioned why the council 'picks on' one resident and not other neighbours. Often this is because of the evidence that the council has of how the damage has been caused and identifying by whom. Most damage is not malicious but is purposeful so if councillors can communicate this to their residents, it would be helpful. We need to highlight the cost impact on the council of residents' selfish behaviour (e.g. driving over verges) and that the benefits of reducing people's bad behaviour is that the council can use their resources elsewhere to get more done. Residents have a duty to avoid damaging public assets. Communication and enforcement need to go hand in hand. Furthermore, the council can help advise on shrubbery or fences to deter behaviour that will damage pavements.

The 3-step process the PNM team adopt to tackle damage to verges is:

1. Invite the homeowner to apply for vehicle crossing
2. Notify them of action by the council to remedy the pavement condition if and application for vehicle crossing is not forthcoming
3. Take action e.g. erect bollards

However it should be noted that there are budgetary implications to taking action and so this needs to be worked into the programme. With regard to building works at properties and any subsequent damage that this may cause to public highways, planning permission is valid for three years so the council does not know the exact timings that building works will take place. Additionally, it is not only residents and building works that can cause damage – the council's own refuse trucks also drive over kerbs to access properties, so it must be clear who has caused any damage before this is followed up.

Impact of trees on pavements and properties

The council's trees strategy recognises the benefits of different types of trees for example in relation to air quality and climate change. It is worth noting that many of the trees were planted years ago when the borough looked different and parts of the borough were used differently. The council's latest tree strategy was produced in 2015.

Tree maintenance is key to keeping the issue under check. The borough has lost 3,684 trees over the last 5 years, due to storms, flood, age etc. These have been replaced with just under 2,000 trees so there is a net reduction in the overall tree stock. The annual trees budget is £230k p/a and this barely covers the felling element of the service. There used to be a capital allocation for tree planting which was removed from the budget and we are now suffering as a consequence. We asked officers if the council can access extra funds e.g. from the Woodland Trust. We were told that occasionally Harrow gets additional funding and monies from the GLA and also developers for the highways trees. Additionally, the Local Implementation Plan (LIP) does commit to investing in trees e.g. attracting developer contributions if adopting roads or for new developments. Often greenery is part of a bigger bid e.g. the Mayor of London Air Quality funding. This is also very project specific of which trees are a part, rather than for trees across the borough. Furthermore pocket parks funding, which Harrow has been successful in attracting, bolsters the borough's tree planting scheme albeit in parks rather than on highways. Nonetheless such funding provides extra trees for the borough.

The current tree planting programme includes, albeit in small numbers, the use of plastic protection around the roots of a tree (root director) which also serves to protect the highway construction. In reality, it is a responsive service that reacts to trees that are damaging the footways.

How does the council decide what tree goes where and are there some species better for lining highways? That is down to the expertise of the trees officers taking account of the needs of the immediate environment, for example Building Control recommend which trees are better suited to side of roads, properties to avoid subsidence etc.

The new trees contract is in its very early days. The contract with Glendale ended in January and new contractor Gristwood and Toms started in April 2019. Currently they are out there planting trees (extra 100 trees this winter) but to establish a proper programme will take about six months. Arrangements were in place for emergency works in the interim. There was a financial settlement with the outgoing contractor with penalties for not keeping up with requirements. KPIs are in place for this contract and the previous contract. A cyclical approach with priority wards will be developed once the first tranche of works is completed.

We have asked to see the order of wards and criteria for the tree maintenance scheme so that we can communicate this to residents. The tree planting scheme will focus on the wards with the least number of trees in the first instance. The draft programme of trees maintenance sets out key drivers for how decisions are made around the programme. The 3-year contract will see seven wards covered per year so that all 21 wards are covered during the contract. The tree planting element of the new contract is significantly higher whereas other areas of activity have been reduced.

RECOMMENDATION 2:

That the council considers charging all residents applying for planning permission an additional charge for any damage to driving over verges, which would be refunded if, after building works are completed, it can be shown that no damage was caused.

RECOMMENDATION 3:

That the council more widely informs residents of planned works, through regular articles in Harrow People and the MyHarrow emails sent to residents. The content of these articles should include messages around behaviour change and highlight the cost impact on the council of selfish behaviour by the public (e.g. driving over verges) which may not be malicious but nonetheless costs the council – money that could be used elsewhere in service delivery. Messages around enforcement should also be reinforced.

RECOMMENDATION 4:

That the council explores alternative and additional sources of funding for greening, for example in bids to the GLA.

Objective 6 – To examine the quality assurance around contractors’ performance on highways maintenance, including enforcement by the council of its contractual rights

Contractors’ performance and quality assurance

The council adopts very sophisticated and strictly controlled contract management systems. Monthly contract meetings are formally minuted and consider a suite of performance indicators. Payments can be deferred until the council is satisfied with performance/standards. The council ensures that there are various measures designed to ensure that work by contractors is undertaken correctly:

- The highways contract specification sets out the standard of construction required.
- Works commissioned set out requirements referring to the specification and providing plans and estimates etc.
- Works are inspected to ensure standards are acceptable and signed off by Harrow staff once completed.
- Any defects identified are reported to the contractor and are required to be fixed within a specified timescale.
- Payment is not made until a completion notice verifying the satisfactory completion and quality of the works is signed off.
- The contract has a range of performance indicators that are measured monthly to monitor things such as repair of defects, timely payments, completion of works to programme etc.
- There are regular contract governance meetings to review the performance of the contract.

The revised inspection regime has resulted in a net increase of approximately 130 road/path inspections per annum, reflecting how much quality assurance has increased over the last few years. In construction works, it is usual practice that the level of work needed is not known until the road is dug up and investigated, however the contractor is able to provide estimates when each piece of work is commissioned. The service works to a rolling programme about three or four months ahead.

Harrow Council’s contract for highway maintenance with Kier expired at the end of March 2019 having already been extended in 2017 from five years to seven years. The council opted not to go through LoHAC, the highways procurement framework, but decided to recruit a contractor directly. The council awarded a new contract worth £110m over 10 years to JB Riney (for an initial five years, with an option of an additional five years) from April 2019, for highways maintenance – reactive repairs, routine maintenance and planned works.

Under the new contract that came live in April 2019, the council is able to negotiate the order in which works will be done from the programme. There are regular meetings to discuss and agree. The new contractor JB Riney has a lot of in-house teams and so use fewer subcontractors. One of the subcontractors is GFL, which is a local company and this helps meet the council’s objectives around social value in procuring contracts. We saw the work they were doing in Wealdstone Square when we visited the site.



Works at Wealdstone Square

Innovative practice

We asked what active steps are being taken to maintain Harrow's roads with innovative solutions and products. JB Riney are affiliated to a major construction company, Tarmac, who are a major producer of tarmac products and can provide access to improved and advanced surfacing products. This was one aspect of their contract offer. Tarmac have a local plant in Radlett which can provide easy access to materials. It is important that contractors use materials that are readily available so as to help with future repairs and replacements.

Another example of the impact of materials on the performance of maintenance is paving. The Harrow Town Centre redevelopment which looks aesthetically pleasing uses materials such as granite that are expensive and difficult to maintain and also difficult to source at short notice. This places a burden on already stretched maintenance and funding. This is relevant to many high profile projects funded by outside bodies e.g. the GLA, where very high quality materials are used by designers/architects to enhance schemes but in the long term are difficult and costly to maintain. External funding is provided for the installation work but not the on-going maintenance. Public realm projects therefore need to be mindful of the longer term impact of choosing materials. There are high quality materials available that can be more affordable and maintainable and the highways teams are now trying to have a greater influence on these decisions which are affecting maintenance budgets. Anything that is built becomes the asset of the council so the council's duty to maintain. We discussed the examples of the Station Road project (outside Harrow Tesco) and Wealdstone Square which is predominantly financed by the GLA, with about 30% borough contribution.

Adopted roads

One of our review group members shared a case study from his ward which highlighted the long term complexities of the council's duties around road maintenance. Alexandra Close in South Harrow has a status of a "private street". However, as Alexandra Close is a highway, the council will be liable should a member of public injure themselves as a result of the condition of the road. The association responsible for maintaining the road has since dissolved and current residents are not willing to pay for the road repairs. The council's policy on 'adopting roads' has been agreed by Cabinet but would not currently make a case for adoption. If the council 'adopted' this road so that it is no longer a private road, it would be very expensive to repair as the whole road would need re-building.

Officers clarified the difference between a private street and a private road which is important to note. A private road is not a highway and there are no public rights of access and no maintenance obligations on the Council. A private street is a highway that provides a public right of access but the road is maintained by the landowners and the council has no maintenance obligations except in exceptional circumstances where there is a potential risk to public safety. This explanation should be included in the leaflet referred to in Recommendation 1.

The long term implications are particularly relevant in the context of the council's regeneration projects and developments where private roads are built. If these are not built to a high enough standard, then in 30/40 years time the council will still be liable for the road condition. Developers may seek to maximise profits by building inferior and cheaper roads, and there is nothing the council can do to compel them to build to a higher standard. There is a legal process for road adoption. If a developer wants a road to be adopted by the council, they are given the standards that the council says it must adhere to. This is a local standard, but shares synergies with other areas.

We asked about who makes the decision on ongoing adoption and maintenance of assets once developers have built something. Officers told us that officers make a recommendation based on a public interest test for the public purse on whether assets should be adopted and incur a maintenance liability. Developers also need to satisfy the established design standards if roads are to be adopted.

RECOMMENDATION 5:

That there is greater transparency to members on the Planning Committee on the long term cost to the council of adopting and maintaining a built asset. It is suggested that a standing item on Planning Committee reports provides clarification on officer recommendations in respect of responsibility for assets built by developers and adoption by the council of assets, and allows for check or review of previous decisions on implementation in accordance with guidance.

Objective 7 – To understand how planned works and their progress are communicated to residents

Harrow Council website

The planned works programme for the year is provided on the council website from the beginning of the financial year. A lot of the plans are accessible on the website with indicative dates. The information on progress is then updated periodically through the year on the website. The website also includes proposed projects and schemes, highways projects, all transport policy documents e.g. Local Implementation Plans, Street Design Guide, Cycling Strategy, Parking Management Plan, Parking, Road Safety Plan, Sustainable Transport Strategy and the Inspectors Handbook. These webpages include a link to the roadworks.org. website which captures all information about current roadworks. It is uncertain how much this is used by residents or how much awareness there is that these resources are readily available to residents. The assumption is that people are aware of this information on the website as it has been there a while. It is however acknowledged that it would help if MyHarrow emails highlighted this more so as to

broaden awareness. This would suggest to us that councillors and officers need to publicise and raise awareness of these resources.

All reactive works commissioned can be seen on the Council’s website in the web page used for reporting faults. Online forms are available that will deal with notification of reactive works. Regular standard messages are sent on the progress of works. This resident reporting system is an automated system which does cut down on the volume of enquiries about progress of works. There are plans to put all planned works online as well because planned works will be commissioned using the Council’s asset management software. This will be taken forward as a part of the introduction of the new contract arrangements with JB Riney.

Council responses to petitions from the public are also posted online in an open and transparent way. A lot of these arrangements were put in place a few years ago in response to the high level of complaints in the highways service area. Now as a result of the changes, the service says it gets more compliments than complaints.

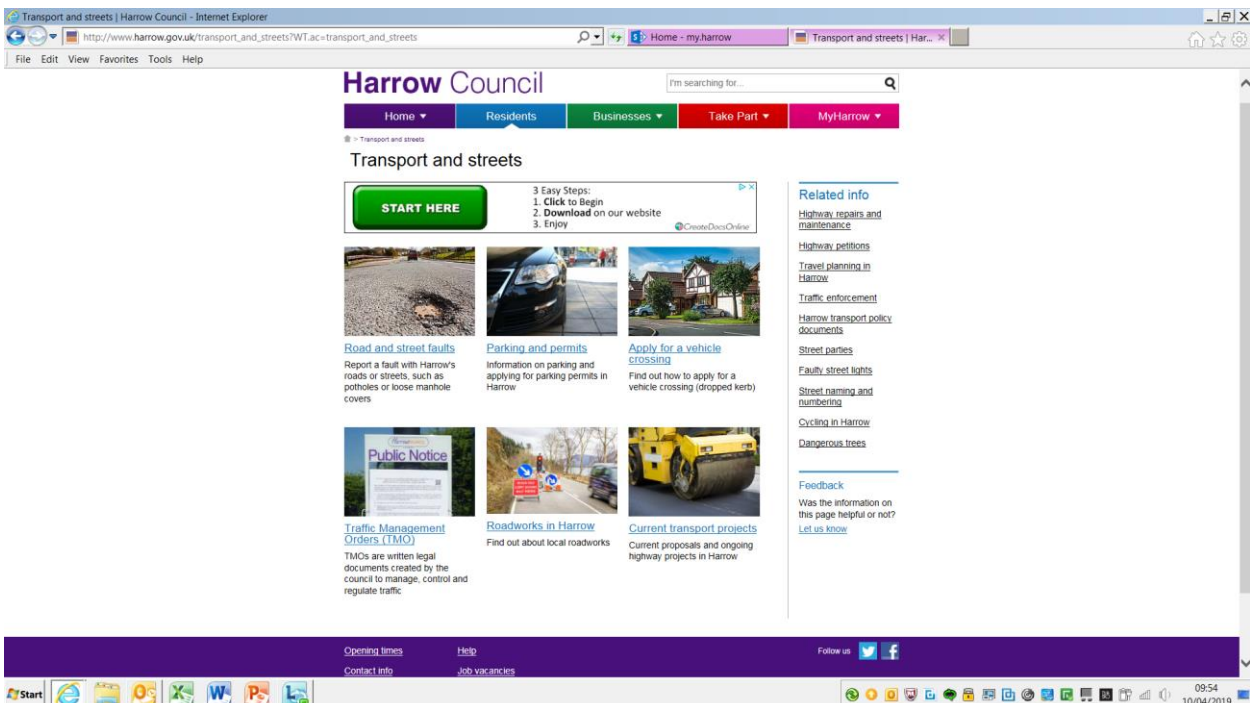


Table 4: Harrow Council transport and streets webpages

Notice of works

Notice of planned works to footways are provided to affected residents two weeks in advance, also taking the opportunity to ask if any residents want a dropped kerb or extension to a driveway while the council are in the area. This provides a discounted rate for residents and income generation for the council.

For major schemes, the services work with the council’s Communications team and coordinate with the Refuse Team if refuse collections will be affected. Modern satellite navigation systems draw on planned works data from permit schemes. National systems like Elgin, roadworks.org and the Streetworks website are all helpful in finding out planned roadworks.

When individual works in the programme are due to start on site in a street, residents will receive advance notice of the works by letter and this will include any traffic management requirements necessary to facilitate the work.

Residents' communications

As councillors, we need to know about works priorities and tell residents about them. Again, residents should be made aware that they can go on the council's website to identify a defect and this will automatically go into the council's asset management system. An inspector will then inspect the defect to ascertain the level of intervention needed. The service does not rely solely on residents to identify defects as cyclical inspections pick these up however it is always helpful to have the extra eyes in the community to additionally identify issues. Residents logging an issue will get regular updates on progress of the inspection and any remedial work required.

'Footway envy' can be a problem with residents – when they compare the state of their road or pavements with that across the road or on a neighbouring street. This relates to the aesthetics and not necessarily the condition/infrastructure, nor maintaining the value of the highways asset. Furthermore, repairing defects is also risk based and therefore priority goes to pedestrian desire lines that are in greatest use. Communicating these nuances to residents is important.

There are often complaints from residents that roadworks lie idle. However it is important to better understand the science behind works and know that concrete setting can take seven days. So to residents and drivers it can seem like no work is happening at certain sites whereas in reality work is not 'lying idle'. The local authority advises companies to put communications up to say exactly what is being done and for how long but this is not a legal requirement.

EE members' portal

The EE members' portal is the reporting mechanism that members should be using to report any concerns around environmental issues. The EE members' portal logs the number of queries, the subject area and ward members, so enabling trends and patterns to be analysed. In practice, some members go directly to an individual officer to seek resolution to an issue. Whilst this may sometimes achieve a quicker response, it misses the opportunity for the issues to be logged systematically and any patterns to be identified. Also, using the EE members' portal allows a more holistic response from a range of officers as all relevant officers have been approached to have an input. If members bypass the system it renders it less effective.

There is a need to reinforce the message that the EE members' portal was originally established as an efficiency for the directorate and to allow us a better understanding of the organisation's performance. We are encouraging residents to use forms to log concerns and we as councillors should also do so. However, the EE members portal cannot be imposed on members until we have confidence in the system, and members' experience from data analysis through the Performance and Finance Scrutiny Sub-Committee should provide learning for this.

The Portfolio Holder told us that there is already work in train through the Community Safety Team and Access Harrow to link up how queries are dealt with by different services. Tracking issues and trends in members' queries helps the ongoing review of

environmental services. The Portfolio Holder agrees with us in strongly encouraging all councillors to use the EE members' portal but recognises that members need to be confident in the turnaround time of responses to councillors from the portal.

Broader communications with councillors and residents

A problem for both residents and councillors is not knowing who to contact for highways maintenance issues. We were reassured that the online reporting application will always find its way to the relevant team. Furthermore, residents can opt in to receive regular progress updates. We suggest that a diagram or flowchart be designed that will allow residents to see how their concerns can be navigated through the reporting system.

When we spoke with the Portfolio Holder she was supportive of our idea to hold a public event to share the learning from this review and inform people about the key issues around highways maintenance. We take on the Portfolio Holder's advice that any such event must have a meaningful purpose that can be communicated. We appreciate that it will be important to manage expectations of residents attending but also share the learning. With this in mind it may be best to target key community leaders who will pass on the relevant message to residents e.g. community champions, residents associations.

RECOMMENDATION 6:

That the Environment Portfolio Holder call a public event for stakeholders on highways maintenance, which disseminates the findings of this review, shares the learning and briefs stakeholders of the key issues around highways maintenance. The event could also demonstrate the websites that use planned works information and that would be useful for residents in identifying nearby roadworks, as well as provide the opportunity to give out the leaflets designed as per Recommendation 1.

RECOMMENDATION 7:

That members and highways services help make residents better aware of the online tools available to them around reporting defects and tracking the progress of remedial work.

RECOMMENDATION 8:

That members are strongly encouraged to use the EE members' portal to log concerns. If for any reason members approach individual officers instead, the EE members' portal should be copied into correspondence so that all queries are captured.

RECOMMENDATION 9:

That the service be asked to design a diagram/map which depicts the route that all residents' queries follow and are handled, so that members can then share this with residents. This will also allow residents to know how to navigate their concerns to the services.

Objective 8 – To understand the sources of funding and associated pressures, including TfL involvement, that affect Harrow’s highways maintenance programme

To set the budget in context, the value of Harrow’s highways asset is £1 billion and the annual maintenance capital budget is around £10m. In identifying the biggest priorities for the upkeep of our highways asset, inspections help identify actions that will slow down, arrest or improve the condition of the asset. The table below analyses the funding that Harrow Council has received over the years, taken from the Highways Asset Management Status Report by LoTAG:

Table 5: Summary of investment in Harrow’s highways asset – planned maintenance

Financial Year		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	COMMENTS
Maintenance (£000's)									
Carriageway	Principal Roads (A)	£818,000	£1,161,000	£870,000	£923,000	£659,000	£0	£0	TfL LIP funding
	Other Roads (B, C, U)	£2,497,775	£3,369,663	£3,860,000	£3,991,003	£3,000,000	£2,350,000	£1,650,000	Harrow Capital
Footway		£2,497,775	£3,369,663	£3,860,000	£3,991,003	£6,200,000	£2,350,000	£1,650,000	Harrow Capital
Structures		£0	£0	£0	£35,000	£0	£0	£0	TfL LIP funding (bids)
Lighting		£1,827,829	£2,233,082	£3,000,000	£4,017,445	£3,000,000	£1,500,000	£1,500,000	Harrow Capital
Drainage		£562,791	£702,825	£707,000	£500,000	£500,000	£500,000	£500,000	Harrow Capital
Street Furniture		£0	£0	£0	£0	£0	£0	£0	None
Other		£0	£0	£0	£0	£0	£0	£0	None
TOTAL (£000's)		£8,204,170	£10,836,233	£12,297,000	£13,457,451	£13,359,000	£6,700,000	£5,300,000	

With funding being squeezed, as well as an increasing expectation from residents of well maintained roads, it makes it harder for the council to improve roads and highways to meet the demand of residents. It is also worth noting the impact of other external factors alongside funding, of facing tougher weather conditions and more vehicles on the roads.

Looking at the Transport Local Implementation Plan policy framework, which was presented to the Overview and Scrutiny Committee in November 2018, we can see that there are several factors that affect Harrow’s funding sources for the highways maintenance programme: “The works identified for delivery in the draft LIP3 will be fully resourced by the TfL, CIP funding, Section 106 funding and some supporting funds from Harrow”. The major risk to delivery of all schemes is lack of funding as none of the funding shown in the draft LIP3 is guaranteed. Furthermore, TfL are not able to confirm funding availability over the lifetime of the LIP and therefore, not all schemes will be implemented. This may raise public expectations and not be realised.

In the November Budget, local authorities received £420 million for road funding, to be used for pothole fixes, renewing bridges and tunnels amongst other tasks. Analysis by the Local Government Chronicle revealed that London councils have received the smallest proportion out of that funding pot. The proportion of £420 million funding per mile, by region, shows that London ranked the lowest, receiving just £1,926 while other regions such as the North-West gained £2,280. London’s 32 boroughs were given just £17.2m

between them. TfL received £2.74 million of this budget and the rest was allocated between each London borough. Harrow's allocation was £509,000.

Two years ago TfL stopped funding principal roads maintenance, so like all other London boroughs Harrow is now paying for maintenance of principal roads. The TfL funding that is no longer available to boroughs equates to a loss of around £700k p/a for Harrow.

Other pressures related to TfL relate to advances in technology that impact upon roads. For example, TfL's new fleet of buses have larger tyres and more advanced power steering than the previous fleet – this can cause more damage to the condition of the roads, as the old vehicles could only turn when the vehicle was in motion and therefore impact on road condition less. Other new advances in technology can also affect the condition of roads, for example electric buses which are heavier and can dig into the road more with a more dynamic distribution of power. It is also worth considering the increased volume of vehicles in the borough. Different bus routes and increasing frequency of buses all affect how much roads are used and how. This all puts pressures on highways, maintenance services and budgets.

In looking to remedy the funding constraints of addressing the roads maintenance backlog and other budgetary pressures, different models of investment could be explored. Roads are the borough's biggest asset. We support the idea that scenario modelling can be used when deciding on capital budget allocations, using the deterioration modelling software which takes account of all the roads condition surveys and historical information. This information can be used to plan out future investments according to different scenarios and assess the impact on the condition of the asset. Modelling can help define how much the council should be putting into the asset and in which areas to spend capital allocations.

RECOMMENDATION 10:

That the highways services undertake scenario modelling to explore different models of investment for the highways asset, and that this be used to inform decisions around future spend.



RECOMMENDATIONS

Our recommendations, as contained in the body of our report, are summarised below:

1	That on an ongoing basis, the council better informs councillors and residents about the highways inspections that it conducts and commissions, the different types of defects, and the different investigative levels. The Highways Team are to work with the Communications Team in order to produce an information leaflet of bitesize information that could be used by councillors and also given to residents to provide the key facts and figures around highways issues.
2	That the council considers charging all residents applying for planning permission an additional charge for any damage to driving over verges, which would be refunded if, after building works are completed, it can be shown that no damage was caused.
3	That the council more widely informs residents of planned works, through regular articles in Harrow People and the MyHarrow emails sent to residents. The content of these articles should include messages around behaviour change and highlight the cost impact on the council of selfish behaviour by the public (e.g. driving over verges) which may not be malicious but nonetheless costs the council – money that could be used elsewhere in service delivery. Messages around enforcement should also be reinforced.
4	That the council explores alternative and additional sources of funding for greening, for example in bids to the GLA.
5	That there is greater transparency to members on the Planning Committee on the long term cost to the council of adopting and maintaining a built asset. It is suggested that a standing item on Planning Committee reports provides clarification on officer recommendations in respect of responsibility for assets built by developers and adoption by the council of assets, and allows for check or review of previous decisions on implementation in accordance with guidance.
6	That the Environment Portfolio Holder call a public event for stakeholders on highways maintenance, which disseminates the findings of this review, shares the learning and briefs stakeholders of the key issues around highways maintenance. The event could also demonstrate the websites that use planned works information and that would be useful for residents in identifying nearby roadworks, as well as provide the opportunity to give out the leaflets designed as per Recommendation 1.
7	That members and highways services help make residents better aware of the online tools available to them around reporting defects and tracking the progress of remedial work.
8	That members are strongly encouraged to use the EE members' portal to log concerns. If for any reason members approach individual officers instead, the EE members' portal should be copied into correspondence so that all queries are captured.
9	That the service be asked to design a diagram/map which depicts the route that all residents' queries follow and are handled, so that members can then share this with residents. This will also allow residents to know how to navigate their concerns to the services.
10	That the highways services undertake scenario modelling to explore different models of investment for the highways asset, and that this be used to inform decisions around future spend.

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	4 June 2019
Subject:	Scrutiny Review into Preventing Youth Violence
Responsible Officer:	Alex Dewsnap, Director of Strategy
Scrutiny Lead Member area:	Community: Councillor Ghazanfar Ali and Councillor Jean Lammiman
Exempt:	No
Wards affected:	All
Enclosures:	Preventing Youth Violence Scrutiny Report

Section 1 – Summary and Recommendations

This report sets out the final findings and recommendations of the Scrutiny Review into Preventing Youth Violence, which was established to scrutinise the Council's work into tackling youth violence. The purpose of the review was to investigate how we might use all of the Council's policies and strategies to contribute to reducing youth crime and anti-social behaviour in a more 'Public Health approach' to Youth Crime.

Recommendations:

The Overview and Scrutiny Committee is asked to:

1. Consider and endorse the report of the Scrutiny Review into Preventing Youth Violence
2. Forward the review's report and recommendations to Cabinet for consideration and response
3. Agree that the Overview and Scrutiny Committee review the implementation of the recommendations after 12 months.

Section 2 – Report

This report sets out the final findings and recommendations of the Scrutiny Review into Preventing Youth Violence, which was established to scrutinise the Council's work into tackling youth violence. The purpose of the review is to investigate how we might use all of the Council's policies and strategies to contribute to reducing youth crime and anti-social behaviour in a more 'Public Health approach' to Youth Crime. Specifically, the review aimed to:

- Understand how a 'Public Health approach' can contribute to reducing youth violence, to identify changes we could make to Council policies and strategies so they contribute to the reduction in youth crime and ASB
- Understand what the drivers are behind the rise in youth crime in Harrow and best practise in other boroughs
- Inform the Council's refresh of the VVE strategy, including the role of consultation with young people
- Investigate the better use of intelligence to target key people to stop youth violence and deter involvement

The measure of success for this scrutiny review was to ensure policy changes are agreed; that there is a greater understanding amongst decisions makers to make a difference to young people's lives, through partnership working and information sharing; and to enable the better use of intelligence to target key people to stop youth violence and deter involvement.

Key themes emerged, including; a new model of partnership working between the council and voluntary sector, which should be extended to statutory services; the gap of intervention services for young people in the transition age group (year 6 of primary school); growing drug use amongst young people; and the need for a streamlined approach to ensuring all council strategies consider youth violence as driving out crime.

The recommendations from this Review are based on evidence from local data on youth violence, information from the latest Community Safety and Violence, Vulnerability and Exploitation Strategy, partners working on the ground in Harrow, and from senior council officers and members at the Challenge Panel. It is hoped that this Review can assist in informing future interventions and the latest refresh of the Community Safety and Violence, Vulnerability and Exploitation Strategy in order to ensure the best outcomes for all of Harrow's young people.

The final recommendations to Overview and Scrutiny Committee from the Panel are:

1. Each time a strategy or policy is reviewed a specific perspective on reducing youth violence should be included.
2. The Council to work in collaboration with the Police and Schools to address the priorities agreed within the CS, VVE Strategy.
3. The council to explore interventions that prevent young people from using and dealing drugs.

4. Harrow Council explores the use of early intervention programmes in year 6 of primary schools.

Financial Implications

There are no financial implications.

Performance Issues

There are no performance issues impacted.

Environmental Impact

There are no environmental impacts.

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? No

An EqIA was not carried out specifically for this report as it includes no proposals for service change. Where changes result from the acceptance of these reports recommendations, these will be accompanied by an EqIA.

Council Priorities

Please identify how the decision sought delivers these priorities.

1. Supporting Those Most in Need

- Reduce levels of homelessness in the borough
- Empower residents to maintain their well-being and independence
- Children and young people are given the opportunities to have the best start in life and families can thrive
- Reduce the gap in life expectancy in the borough.

Section 3 - Clearance

Name: Paul Hewitt

Corporate Director
of People Services

Date: 21 May 2019

Ward Councillors notified:

No, as it impacts on all wards

Section 4 - Contact Details and Background Papers

Contact: Shumaila Dar, Policy Officer, telephone 020 424 1820
shumaila.dar@harrow.gov.uk

Background Papers:

Report from the Preventing Youth Violence Scrutiny Review (as per the enclosure)

21 May 2019

Scrutiny Review into Preventing Youth Violence

Report from the Preventing Youth Violence
Scrutiny Panel

Members of the review group

Councillor Janet Mote (Chairman)

Councillor Sachin Shah (Vice Chair)

Councillors Sarah Butterworth, Chris Mote, Christopher Baxter, and Nathaniel Bygrave (Ignite)

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1. Chair's Foreword

I was thrilled to be able to do this Scrutiny review as I am not a FOGI (fear of getting involved) and to have Sachin Shah as my Vice-Chairman so that we can improve the policies and strategies to contribute to reducing youth crime and anti-social behaviour. It is amazing that so much goes on in the borough but I did not know until the review the extent of activities. There are so many dedicated people who are working to make a big difference for the lives of young people. Also I would like to thank all who welcomed us on our visits and to the young people who talked to us freely. The Police are working so hard as well with young people and I hope schools will embrace them with their visits. I am especially pleased with the Junior Citizen being revived but like all things finance is needed. But prevention will cost us less in the future with these young peoples lives. I cannot stress enough how important it is with the Primary School children to equip them with strategies to deal with crime, violence and drugs which people may try to coerce them to do. The MASH and new computer system provide tremendous join up work and I would like to see a golden thread connecting all the partnerships/agencies together. When we met with the Scrutiny panel I did set out 10 recommendations which should be useful and I did notice the council is working on some already. Finally, a special mention to Maxine Henson, Sarah Butterworth, Camilla Bath, Chris Mote, Nathaniel Bygrave, and Shumailla Dar who accompanied me to the many visits and the meetings.

Cllr Janet Mote

Chairman, Scrutiny Review into Preventing Youth Violence

2. Executive Summary

This report sets out the final findings and recommendations of the Scrutiny Review into Preventing Youth Violence, which was established to scrutinise the Council's work into tackling youth violence. The purpose of the review was to investigate how we might use all of the Council's policies and strategies to contribute to reducing youth crime and anti-social behaviour in a more 'Public Health approach' to Youth Crime.

The measure of success for this scrutiny review was to ensure policy changes are agreed; that there is a greater understanding amongst decisions makers to make a difference to young people's lives, through partnership working and information sharing; and to enable the better use of intelligence to target key people to stop youth violence and deter involvement.

The methodology for this review involved desk research, which was undertaken by policy officers to provide insight on the public health approach to youth violence. This approach originated in Glasgow and is now being adopted by the Mayor of London. Officers from Children's Services and Community Safety team also provided evidence around youth offending rates, and the services that are provided for young people in Harrow. Members of this review were also given the Young Needs Analysis which was a collaborative piece of evidence undertaken by the Young Harrow Foundation in collaboration with the council. This research enabled and assisted members to understand the needs of young people and services that are on offer for young people in Harrow through the lens of a public health approach.

To supplement this review, a series of meetings with relevant practitioners and field visits to local organisations that are working with young people in Harrow were also undertaken. The purpose of this was to give members of the panel first hand insight into this area. Councillors were also joined by a gang's worker from Ignite, who was part of the scrutiny panel in order to give the perspective of young people. In addition to this one challenge panel took place involving a series of questions to senior officers working on this agenda, minutes from this challenge panel are attached at A.

Key themes emerged, including; a new model of partnership working between the council and voluntary sector, which should be extended to statutory services; the gap of

intervention services for young people in the transition age group (year 6 of primary school); growing drug use amongst young people; and the need for a streamlined approach to ensuring all council strategies consider youth violence as driving out crime.

The recommendations from this Review are based on evidence from local data on youth violence, information from the latest Community Safety and Violence, Vulnerability and Exploitation Strategy, partners working on the ground in Harrow, and from senior council officers and members at the Challenge Panel. It is hoped that this Review can assist in informing future interventions and the latest refresh of the Community Safety and Violence, Vulnerability and Exploitation Strategy in order to ensure the best outcomes for all of Harrow's young people.

The final recommendations to Overview and Scrutiny Committee from the Panel are:

Recommendation 1: Each time a strategy or policy is reviewed a specific perspective on reducing youth violence should be included.

Recommendation 2: The Council to work in collaboration with the Police and Schools to address the priorities agreed within the CS, VVE Strategy.

Recommendation 3: The council to explore interventions that prevent young people from using and dealing drugs.

Recommendation 4: Harrow Council explores the use of early intervention programmes in year 6 of primary schools

3. Background

3.1 Scope of Review

The purpose of the review is to investigate how we might use all of the Council's policies and strategies to contribute to reducing youth crime and anti-social behaviour in a more 'Public Health approach' to Youth Crime. Specifically, the review aimed to:

- Understand how a 'Public Health approach' can contribute to reducing youth violence, to identify changes we could make to Council policies and strategies so they contribute to the reduction in youth crime and ASB
- Understand what the drivers are behind the rise in youth crime in Harrow and best practise in other boroughs
- Inform the Council's refresh of the VVE strategy, including the role of consultation with young people
- Investigate the better use of intelligence to target key people to stop youth violence and deter involvement

The measure of success for this scrutiny review was to ensure policy changes are agreed; that there is a greater understanding amongst decisions makers to make a difference to young people's lives, through partnership working and information sharing; and to enable the better use of intelligence to target key people to stop youth violence and deter involvement.

3.2 Methodology

This Scrutiny Review has involved desk research conducted by the Policy Team, one Challenge Panel and a series of meetings and field visits as detailed below:

- Policy Officers undertook desk research into the public health approach to youth violence. The aim was to give members an understanding of the origins of the public health approach and its aims. The panel also had the opportunity to examine the Council's Community Safety and Violence, Vulnerability and Exploitation Strategy, the most recent Youth Offending Team data, the 'This is Harrow' young people needs analysis, and the Mayor's Office of Policing and Crime London Crime

Prevention Funded programmes, which include programmes, that seek to tackle some aspects of youth violence.

- Members also undertook a series of meetings with Children's Services and Community Safety Team & Observation of the Daily VVE meeting, a meeting with police in-charge of schools, a meeting with Dan Burke from the Young Harrow Foundation, and a meeting with PK Maselino at The Helix, a Pupil Referral Unit. Field visits took place to Ignite, The Wealdstone Centre, Rooks Heath School with participants of Synergy Theatre, the Cadets at Nower Hill School.
- One Challenge Panel was held, with questions being put to the Corporate Director for People's, the Divisional Director for Children's, the Divisional Director for Resources, and the Head of Service for Community Safety.

4. Context

4.1 Local context

In 2017, the Harrow Resident Survey asked: *'if the Council could fix one thing that's wrong with Harrow, what should it be?'* The top response was safety, tackling crime and ASB, which was raised by 20% of residents. In the same survey, from a pre-defined list of services, residents said that levels of crime and ASB was both the most important issue to them (34% of responses) and the issue that needs most improving (28% of responses) in the borough. This is also one of the top issues appearing in the local press, which additionally includes references to the closure of police stations.

Recently, the Metropolitan Police Service changed the way local policing is delivered in London through the introduction of new Borough Command Units (BCUs). Harrow police services merged with those in Barnet and Brent to form the North West BCU in November 2018. The move combined core policing functions of neighbourhoods, emergency response, CID and safeguarding. There have been local concerns about police resources being diverted from the borough.

The Strategic Assessment 2018 showed that overall crime levels in London have been increasing. Whilst this is also the case for Harrow, the borough continues to have the lowest crime rate in London. However, the proportion of knife crime that results in injury is increasing particularly for Under 25s. At least 46 children and young people within Harrow suffered knife crime injuries in the past 12 months. In addition to this, rates of gang flagged offences are low but resident concern is rising. Drug crime may be an emerging risk as Harrow's relatively lower levels are rising, while neighbouring boroughs are showing significant reductions. There have been significant increases in Faith Hate crime.

Despite Harrow being one of the safest boroughs in London, crime remains a top concern amongst residents. Harrow's Community Safety and Violence, Vulnerability and Exploitation Strategy for 2017-2021 sets out the Community Safety Partnership's (Safer Harrow) commitment for crime reduction. The Delivery Plan has a strong focus on both high volume crime (burglary, non-domestic violence with injury, ASB) and high harm crime (youth violence and knife crime, domestic and sexual abuse, substance misuse, extremism and hate crime) which echoes the current Mayor's priorities, and includes a renewed focus on ASB and Youth Violence.

In addition to this the recent This is Harrow report¹, a young people's needs analysis, conducted in 2018 by the Young Harrow Foundation, in partnership with the council, found that young people in Harrow are struggling with issues such as mental health, including self-harm and suicidal thoughts; poor physical health; problems with drugs and alcohol; and other challenges of modern life. The report also found that there is a widespread of young people in Harrow with unmet needs and evidence suggests the importance of making support more generally available to young people, and the need for focus on preventative support. This analysis was a first of its kind and has been used by a wide range of professionals and young people alike working across a range of issues in order to bring voluntary organisations and other stakeholders together to develop collective and innovative solutions, and to help bring in external funding to support these approaches. The voice of young people must continue to be at the centre of this collective approach.

There has been a lot of debate about what can be learnt from the public health model that originated in the US and reduced youth violence over the past decade in Glasgow. The public health approach to youth violence works on the assumption that violence is preventable and therefore a collaborative, multi-agency approach to prevention working alongside policing and enforcement will have a greater impact than enforcement alone.

The World Health Organisation (2017) defines a public health approach to reducing violence as one that: 'Seeks to improve the health and safety of all individuals by addressing underlying risk factors that increase the likelihood that an individual will become a victim or a perpetrator of violence. By definition, public health aims to provide the maximum benefit for the largest number of people. Programmes for primary prevention of violence based on the public health approach are designed to expose a broad segment of a population to prevention measures and to reduce and prevent violence at a population-level.'

A public health approach to youth violence focuses on the following:

¹ <https://youngharrowfoundation.org/images/downloads/This-is-Harrow-Report-Final-Low-Res.pdf>

- *A defined population, often with a health risk in common* - Connectors could be geography, common experience, diagnosis or demographic characteristics, for example young people involved in gangs.
- *Working with and for communities* - Focused on improving outcomes for communities by listening to them and designing interventions jointly with them.
- *Unconstrained by organisational or professional boundaries* - People often do not neatly sit within a service user grouping and looking across organisations means that we can look across the system for solutions and not be too narrow in our approach.
- *Generating long term as well as short term solutions* - Acting on the causes and determinants as well as controlling the immediate impact of the problem. Identifying actions to be taken now to put enduring solutions in place.
- *Based on data and intelligence to identify the burden on the population, including any inequalities* - Analysis of the differences between our population of interest and their peer's gets to their real story and the challenges they face. It shows us who is particularly affected and where particular communities experience more of the burden than others. It also tells us about the impact across the system, the underlying causes and protective and risk factors.
- *Rooted in evidence of effectiveness to tackle the problem* - Learning where we can from the experience of others and evaluating new approaches. This is important, so interventions can be replicated if they work or revised if they don't. The evidence may not be water tight, particularly for system level interventions, but we can use what is available to guide our decisions and help us test new ideas.
- *Working on system level solutions delivered through system leadership* - Typically, successful solutions to complex issues will involve different public service bodies working together in an integrated fashion. This means not only working to common goals within organisations but collaborating on a deeper level with shared objectives and work programmes.

In September 2018, the Mayor of London announced plans to establish a new Violence Reduction Unit of specialists in health, police and local government to lead and deliver a long-term public health approach to tackling the causes of violent crime. The new unit will improve co-ordination between the Metropolitan Police, local authorities, youth services, health services, criminal justice agencies and City Hall as part of the new enhanced partnership, backed up by the unit. It will also build on what works and share best practice.

The Mayor has directed an initial £500,000 towards establishing the Violence Reduction Unit. The ultimate aim is to divert young people away from criminal activity, by supporting the vulnerable at an early stage and giving young Londoners better life opportunities.

The new VRU unit will work across the city, expanding the work of the Mayor's Knife Crime Strategy to include wider types of violence and look to address the links between violence in the home and on the street. At its heart is the aim of better understanding the risk factors in a person's early life that can lead to serious violence by using data from health, criminal justice and other public services. It will also focus on improved and sped up interventions at a local level, with the aim of reducing violence and protecting those vulnerable to exploitation. This work will happen at all levels in the city by working with boroughs, local police Basic Command Units, the local community, families, the health service and criminal justice agencies. In addition to this, the Major has also produced a Knife Crime Strategy launched a new £45 million Young Londoners Fund and each borough also has a local knife crime action plan.

5. Findings

5.1 A public health approach to tackling youth violence in Harrow²

The council plays a key role in reducing violence, by bringing together partners through their strategic and operational role spanning enforcement, early intervention, prevention in relation to violent crime and provision of support to victims of violence. Central to an effective public health approach to reducing violence is the implementation of interventions that address risk and protective factors in individuals, families, communities and populations to reduce violence at a community and/or population level.

² References:

Harrow Violence, Vulnerability and Exploitation Strategy 2018-2020

Harrow Community Safety Partnership Knife Crime Action Plan 2018-2019

Harrow Youth Justice Plan 2019

Khulisa (2019) Tackling Youth Violence in Harrow, Available at: <http://www.khulisa.co.uk/tackling-youth-violence-in-harrow/>

LGA, (2018) *Public health approaches to reducing violence*, Available at: <https://www.local.gov.uk/public-health-approaches-reducing-violence>

Over the past 10 years, the Scottish Government's Violence Reduction Unit (VRU) successfully implemented a public health approach to reducing violence. The Glasgow approach utilised a classic public health approach with *primary prevention* meaning preventing violence before it happens, *secondary prevention* being an immediate response to instances of violence and *tertiary prevention* focusing on long term care and rehabilitation.

In taking this model forward, Harrow Council has introduced a multiagency, public health approach to tackling violence, with the aim to prevent violence before it happens, to respond immediately to incidents of violence and to support long term care and rehabilitation to victims and perpetrators of violence. Underpinning the approach to violence is the *Violence, Vulnerability and Exploitation (VVE) Strategy*, which outlines a partnership approach to addressing low-volume but high harm crimes, including youth violence and domestic abuse, and the *Knife Crime Action Plan*.

Without minimising the impact of individual cases that have occurred, serious youth violence in Harrow remains lower than many other boroughs across London. The council recognises the importance of early intervention and considers knife crime and serious youth violence issue a public health matter. The council's social care, youth offending team and early support services are taking an integrated approach to working with schools to support them with a range of programmes and interventions to support them and these vulnerable young people.

A summary of Harrow's public health approach to tackling violence includes the following:

Primary Prevention

- Developing capacity of parents, schools and communities via the Early Intervention Youth Fund 18 month pilot to tackle youth violence
- Early Support School Engagement Strategy (improving schools understanding about EH, engaging with children, drop in parenting sessions, behaviour workshops, emotional resilience and intelligence)
- Schools using pupil premium grants creatively to work with parents to reduce vulnerabilities

Secondary Prevention

- *Daily VVE meetings* discussing overnight incidents of gang and youth violence in Harrow and tasking immediate actions to multiagency partners
- *Harrow Early Support* targets intervention with those children and young people most at risk, based on trend analysis from health, Multiagency Safeguarding Hub (MASH), and schools to develop bespoke programmes to address community needs – for example, Grange Farm estate and Roxbourne, programmes include mental toughness working with local community centre (Grange), relaunching an Early Support site at Roxbourne to work alongside key community groups to deliver interventions and utilising school nurses in community hubs.
- *Red Thread* targeted support to young people who have been stabbed “teachable moments” in A+E wards
- *Child protection plans/ Children’s services response* for young people who are victims and/or perpetrators of violence
- *Police disruption measures* such as Criminal Behaviour Orders (CBOs)
- *No knives better lives* – targeted programme held at Old Bailey court

Tertiary Prevention

- Youth Offending Team and Youth Justice Plan – trauma informed practice and restorative justice
- *Ignite* gangs prevention and gangs exit
- *Street Doctors* – teaching young people about the physical impact of knife crime

Harrow have an integrated structure addressing a local Youth Offer, this involves working with young people to prevent involvement in youth crime and to intervene at the earliest possible stage. The approach to working with cohorts of young offenders aims to see the child first, the offence second, and address welfare and vulnerability factors. The focus is to support young people who have come through the courts or police routes to desist in criminal behaviour and take up positive activities in education, training or employment, and tailored interventions specific to each child / circumstance. Programmes include; mental toughness and emotional resilience group programme, which are aimed at enabling young people to make better choices in difficult situations.

The Youth Offending Team work with a range of partner organisations to deliver programmes across Harrow, this includes:

- Ignite: 1:1 work with young people at risk of gangs, drug running, violent crime
- Street Doctors: provide emergency street based first aid to youngsters
- Redthread: work with victims of serious violence – use the “teachable moment” at the hospital bedside to try to help youngsters reflect on their path to this moment and rewind to a place where they can see an alternative
- Harrow School – Tall Ships project: brings YOT clients into a team with Harrow School boys – see an alternative view of life and develop team working skills and breaking down barriers of perception

Harrow’s own programmes include:

- Empire to Inspire: a leadership programme for young black men – recognising their specific needs/vulnerabilities and helping them see positive alternatives where they at risk of making choices likely to lead to unfavourable circumstances
- CAMHS practitioner within the YOT for Mental Health screening and signposting for all young people coming into YOT
- Education Specialist within the YOT helping young people find training or employment – alongside partnership with Prospects
- Specialist Drugs and Alcohol worker within the YOFT to help suitable young people address these issues where relevant
- Partnership work with Children’s Social Care where young people are suffering neglect/abuse and may be looked after

All programmes have a measure of success, and outcomes are measured against national indicators that include:

- Reducing numbers of First Time Entrants to YOT
- Reducing reoffending
- Reducing the use of Custody

Harrow is in the top quartile for all of these measures, succeeded across London. In addition to this, some of the more local priorities include reducing violence and drug

distribution (county lines), and outcomes for these are reflected in the national indicator set.

In terms of partnership working, Children's services work closely with the Community Safety Team, which is the corporate team for dealing with matters of Anti-Social Behaviour arising in the Borough, except for ASB resulting from Council tenancy premises, which is within the remit of the Council Housing Department. The team were previously located at the Depot but moved to the Civic Centre last year, which has enhanced information sharing and enabled more effective working amongst teams.

The central focus of the Community Safety Team is the victim and also supporting the community, as outlined in key legislation governing the area. The Community Safety Team are responsible for investigating all complaints of ASB through to resolution using the appropriate tools and powers and through engagement with partners and ultimately reporting back to Safer Harrow. The main aim of the team is to:

- Provide a first line of support and are the primary co-ordinators and enforcers for all matters of Anti-Social Behaviour and crime and disorder crime on the Borough.
- Take the recommended action outlined to support the victim as well as the appropriate course of action to tackle the perpetrator.
- The Community Safety Team are responsible for investigating all complaints of ASB through to resolution using the appropriate tools and powers and through engagement with partners. This includes a series of meetings that they oversee governed by set protocols, and ultimately reporting to Safer Harrow Board and Home office where necessary.
- Work in partnership with other agencies to provide proactive reassurance and support in relation to ASB issues, to the residents of Harrow.
- Actively work cross border with the other 31 London Council for best practice in combatting crime and disorder to include Home counties
- Tackle and support and protect the vulnerable victims and manage risk in accordance to them.
- Collectively work with Police to identify the perpetrators of Anti-Social Behaviour and Crime.

5.2 Field Visits

Members of this visit undertook a number of field visits, which included visits to:

- Police in-charge of schools
- The Cadets at Nower Hill School
- Ignite
- The Wealdstone Centre³
- Rooks Heath School with participants of Synergy Theatre
- Young Harrow Foundation
- The Helix, a Pupil Referral Unit⁴

Police in charge of schools

Members were given an overview of the current service that is delivered by police in charge of schools; they are supposed to have 1 inspector, 6 sergeants, 57 PCs across 3 boroughs, but they have 1 inspector, 4 sergeants, and 37 PCs across 3 boroughs. There are also no engagement officers across the boroughs. Therefore the service is very low. The North West is a priority BCU which means that when police officers are trained NW BCU will be given priority. There is also a challenge in having the right police officers, especially for children. To date, there has been no special training for police to work with youth; this has only just become available for them 2 weeks ago. But all schools officers need special vetting to be with a child (child, youth and vulnerable child vetting).

Officers spoke about priority schools, which include Nower Hill, Hatch End, Canons, Bentley Wood, Park High, Harrow High, The Helix, Whitmore, and Salvatorian. Now they are going in to all schools now, including private schools. Until last year they talked to year 6 students about safety issues. At present there is no one going into primary schools. However, the part time officer will be going in on a Fridays.

On the 17th June – 5th July 2019 schools police will be running the Junior Citizens Scheme, Stanmore Community Centre, and Elliot Road. This has been happening for the last 2

³ This meeting was a walk around at the Wealdstone Centre for members of the panel and was not minuted

⁴ This meeting was only attended by members of the panel, not Policy support was present and therefore was not minuted

years, and is aimed at year 6 pupils (10-11 year olds), for which schools have to pay £15 per child to attend. Members asked what preventative methods were taking place for young people, and asked whether a box of drugs still exists. CG said that school nurses now do this sort of work, however the Met Police, the London Fire Brigade, Transport for London, and Mayfield Animal Welfare will be involved, and at the end they will have an assembly about knife crime.

A discussion took place about the transition period and the lack of a positive alternative for year 6s; officers said they have grown their cadet unit, which has 160 children this year, including 2 senior cadet units, 2 junior cadet units (which will be expanded by another 3 units). The team go into senior schools as soon as they arrive in year 7, and participants are given a Volunteer Police Cadet t-shirt which identifies them and doesn't make them stand out. Senior cadets (under the Duke of Edinburgh Award, DofE) come in and peer lead these sessions, with a syllabus around drugs, knives, etc. They are now expanding to junior children for the older children to be able to develop their skills so that they can add this to their DofE and add this towards their volunteer hours and CVs. The cadets get referrals from YOT, schools, etc. They also do lots of events in various places, as well as central London. In Harrow the cadets are based in Nower Hill.

Officers spoke at length about the barriers to expanding the cadets include a lack of volunteers, drill instructor is retiring, and they need better resilience. From a volunteer point of view it sounds good, but they are not police officers, so for example the schools safety officer will be at school and then will be at the cadets, but the process of volunteering is a long process for vetting etc., and therefore people often lose interest. New units are going to be in the back end of Rayners lane, Canons, Rooks Heath, Pinner High, and Nower Hill. Officers talked about the long process to join, but said that the value added from this sort of scheme is immense. For example, one particular child at Helix was very close to joining a gang, but instead of being with the gang he took part in this programme and got his DofE award and he is now back in mainstream school and is making progress. In addition to this, one officer said that this week there was a child who came forward with mental health issues. A discussion took place on the ability of officers are able to signpost and manage some of these issues too, saying that the cadets are almost like a cross between of a youth club and police cadet.

In relation to knife crime, officers said that they are working with Jessica Plummer who set up the Shaquan Sammy-Plummer Foundation; she volunteers her time to speak to all secondary schools. There is also the SOS project (St Giles Trust and Ben Kinsella are part of this), which was successful via the SNB to go into the Helix and Harrow High. As a result of these projects they know that no children from these schools have been found with a knife on them. The police have now applied for £5,000 again, and believe that the Helix, Harrow High, and Whitefriars would be a priority this time.

On funding, the police feel that if they didn't have the Safer Neighbourhood (MOPAC) Funding they wouldn't be able to survive. They also used to have funding, the central VPC team used to have money to give them a venue, but they no longer have this money, it's about £6,000 a year to house them at Nower Hill, through negotiations, the funding stopped as of the 1st of April 2019, and most schools have clubbed together to fund this until the end of July (end of the school year), but after this there is no other space to use. There was also an issue with trying to get funding on a county lines project but this was faced with problems from the council.

Officers said that diversion and protection of young people is the biggest priority for the police right now and that children are more exposed to real videos of people being stabbed whereas in the past they wouldn't have actually seen these images. Officers said that when you take knives off them, young people said they have them to protect themselves. At the Helix and Jubilee, they are more engaged in knowing about this sort of subject because they have a vested interest. Another issue in Wembley is that children have no concerns that the criminal justice system will respond appropriately, they just think they will get a slap on the wrists if they get caught. There is no fear. But officers said that although they don't try to give children criminal records they do tell them that it will affect them later on in life, even if they want to fly to another country and they are parents themselves.

On knife bins there has been a back clash from schools, the newer schools and colleges have been more responsive; Orley Farm, Stanmore College, Harrow College have allowed knife arches. They also have a Significant Incident Group once a month, where they discuss what's been happening in Harrow schools officers information is discussed here as well.

Officers said that they have lunch at the Helix whenever they can to get intelligence; this is to pick up information from them and to speak to them. However, the Helix closes at 2pm, and this causes issues. There is some ASB at the town centre; those children are from the Helix.

Councillors were invited to the cadets at Nower Hill to see the young people and find out about their experiences.

The Cadets at Nower Hill School

Member of the panel met a group of cadets; one who had been a cadet for 3 years, and another one who had been there for 2 years. Councillors asked the young people for their views on what they think is going on in Harrow right now and why they come to the cadets. One person said she was introduced to the cadets by the school and she liked what it had to offer, the same went for another girl, who said it looked very interesting and she has loved it since. Their parents are supportive of them coming, especially the activities and volunteering. Last year one of the children was part of the Graves End team and she really enjoyed it, including how to arrest people, and how the police work, car accidents, stop and search, and house searches. Cadets have a competition between them and this is part of that. They have also had training on drug awareness. The cadets said that during the lesson time they have different topics they focus on, such as drugs, knife crime, and current social issues.

The cadets said they feel safe coming here. A lot of people come by bus, but some get dropped off by their parents. They said they've learnt many skills including discipline. Another person said that he heard about it from his friend, he liked it because everyone was nice and friendly, and he said he learnt a lot. Another girl said she's been coming for 2 years after hearing an assembly about it, they came with all their friends and out of everyone they are the only two of them stayed. One boy said he came after hearing an assembly, he came with his friend and she's gone but he likes it. They said the best thing they like about being here, the people and the opportunities. The children said that half of the events wouldn't have happened without the cadets, and they feel like they're working with the community.

The young people talked about youth violence and said Wealdstone has not been safe generally, but they think it's got better since before, especially in the last couple of months. The young people said they would like more youth clubs, like if they do drugs they can go somewhere, to turn their bad energy into good things. They would like table tennis and a chill area. In terms of homework, they said that if there are places that aren't rowdy then that would be good, such as libraries.

They would however like more awareness to be raised, they said there is only so much the police or council can do, but young people need a lot more education around the consequences of their actions.

Questions were asked about social media and phones, but the young people said that it is useful to talk to friends for example when they are abroad, so there are some positive things as well as negative things.

The young people talked about the young people they have seen who they know are going to go down the wrong path. They said you can't get into their heads and change their minds, and one day they'll realise that someone was trying to give them good advice. They said you can help young people as much as you can, but everyone is different.

Some of their friends initially thought that when they joined the police cadet they were better than them or they were part of the police, but it's about trying to help. They think that the police are just trying to do their job. They said their attitudes have changed since coming here. And now some of them are interested in joining the police now.

Ignite

Ignite has been in Harrow since 2001; they provide a space for young people, and found that people on the fringe of education are more susceptible to violence. They are now looking at ASB in young people who are involved in gang culture. Their work is predominantly based in Wealdstone, South Harrow, and Rayners Lane. The motto of Ignite is to Engage, empower, transform, but this relies on young people being open to wanting to engage. In relation to empowering, the sort of activities include chess, gym, music, etc. anything to help them see the positive in life. The Director of Ignite said that while she was very happy to hear about the positive stories, but she raised concerns about

the ongoing problems that are taking place in broad daylight, such as drug dealing. The majority of funding comes from the Mayor's Office for Policing and Crime.

Gang workers had an opportunity to talk to members about the work they were involved in, including work with the peel road gang, in Northolt and south harrow. Gang's workers said that there are some areas where young people tend to hang around more. Some questions were asked around the influence of religion and culture within gang culture, but this did not seem to be the case, with gang affiliation being more area-based and territorial, rather than culture based.

One gang worker said that there has been a good initiative around getting rid of street drinkers, which was based around understanding who these people are and distributing behaviour orders and said that it's about taking a step by step approach for the benefit of the residents.

The group also talked about the number of young people involved in gangs, which very much depended on the circle the young people are in. One gang worker said that this could grow within months. Though there are notably more men, the number of girls is growing; this includes girls hiding weapons or drugs as they are less likely to be searched. They also discussed the barriers for young people, such as not having the skill to complete a basic form, and the work that Ignite is doing gives them some insight into knowing what the problem is, such as writing forms, creating a CV, applying for their driving license. It takes about 5 years to get to the right stage in life. The group also talked about problems with the number of gangs coming from outside the borough, depending on their own affiliations in Harrow.

Questions were asked around how gang workers find young people to work with; to which they said that in some sense their own life experiences shaped their journey to get involved. Each gang worker shared their story on how they got into gangs work, some are from their own background, for others it was based around a career in youth work.

Members asked whether social media and phones have made things worse. One gang worker said that it always makes things harder because information travels so much faster, but you can still do positive things in the same way. So we need to flood the internet with good stories. They do have a Facebook page, but no capacity to do more social media

campaigns. The Director of Ignite said that they don't really advertise because they want only targeted people to come in, so it's mainly word of mouth, working on relationships. Young people are then given all gang workers telephone numbers.

One gang worker talked about the lack of parental involvement, saying that she felt it was a lack of love. Previously Ignite used to run for YOT children for parents, and it was interesting to see that parents had a lot of shame but didn't realise that so many other parents were also in the same boat as them. Gang workers felt that parents need to be more visible at the older ages not at younger ages, because that's when they need it the most. The group also said that there are also many issues that prevent young people from learning, such as learning disabilities and special educational needs.

An example of a new boxing and employment project was given, where, by the end of the project they got 13 young people into full time work last year who are still working. There is a real difference in the way that the young people see life, now they are trying to get those 13 young people to come and lead on projects in the areas they live in to give a bit more encouragement. Younger people delivering projects and telling their stories has much more impact as it is more relatable and people are less judgemental.

Rooks Heath School with participants of Synergy Theatre

Members of the panel met children from Rooks Heath School who had taken part in the Synergy drama project last year. Members asked the children what they felt they learnt through the Synergy programme. They said they had created short clips (vines). One child said that he created a vine about bullying because it happens a lot and there is a lot of violence. The video was aimed at helping children how to cope with it. Although none of the children had been bullied themselves they knew people who have been bullied. Another child had produced a video on the toilets and how it was very smelly and dirty, the vine was about new experiences when starting a new school, it was comedic, about going into a school and asking for help. Another girl created a video about being confident and doing your own thing.

One year 11 student talked about script writing when making a film. It took 3 lessons to do this, and he wrote a script on a barber, whose son had been killed; the play was about the barber finding the man who killed his son. Another year 11 pupil talked about her play and

how many skills she learnt, including strategies and skills for when she leaves school. The children said that it was good because they were able to develop more ideas. They felt that they gained a lot of good skills; feeling more comfortable talking to people, and that they feel more confident and are able to make good choices. In the past they had no experience in script writing and it really helped develop these skills.

Some of the children said they would like to experience being actors, but one of the girls said that she now wants to be a news reporter or a journalist, and the script writing will help in this. Councillors asked which subjects they would like to go into, and one of the children replied that she'd like to choose media, and go into being a foreign correspondence. The children also said they got a real buzz out of producing these short clips and plays. One of the children was very outspoken and was able to share that he felt that he can now write a novel.

Another child who was quite shy at first said that he was behind the screen and did some filming; he said that they were good actors. He said he used a large camera with a microphone on top, just like the one they use to make the news; he said that he would like to go into photography. The child who was being filmed said a little bit about how he was filmed but was too shy. However, he then spoke about the film 'Titanic', and the group started talking about the clever aspects of filming. He then went on to talk about the film, 'A Night to Remember'.

Members of the panel asked the children what they didn't like about synergy, and the children said that they left too early and that they would have liked them to stay for longer. There was someone who was filling in for someone else (staff turnover) and the children got on very well with the temporary staff.

Following the meeting with the children a discussion took place amongst councillors about the young people who had taken part in the group discussion and that it appeared that a lot of children had come from a disadvantaged background with some or significant special educational needs. Members felt that it was very 'them and us' and maybe we could have been on the floor with a more open dialogue. They found that the year 11s were much more open, relaxed and chatty. The other young people from year 10 seemed quite tense. It seemed that Synergy had an impact from what they were saying, however it was not clear what they were like before so not very comparable.

Councillors shared their views of the discussion with the young people with the school's Designated Safeguarding Lead (DSL), and said that it appears there are many challenges with the young people. The DSL said that this work falls under 'personal development' and it is non curriculum based. The children are selected based on their needs if they have behavioural or special educational needs; last year's group was much more based around behaviour needs, so they would have been more vocal. When they did this year group, they felt it would be beneficial for this particular group of year 10s who have a number of special needs (LAC, language, SEN, speech and language), and that it would be based around film making which would be the most appropriate for the young children. The school felt that the film making would be most beneficial to these children. Members were told that next year's group with Synergy is going to be different again, with a bigger mix of behaviour and under SEN.

The group were met briefly by the Head Teacher who felt that more needs to be done in Harrow, but he felt that the school was very good at responding to a lot of the issues through work with respite care, working closely with Jubilee, reintegration back into the school. Members asked how it affects the 'A' students, but the headmaster said that they are not affected at all. The school is oversubscribed for the first time in 15 years, in year 7, 8, and 9, they beat 9 grammar schools, and there is a lot of good work going on.

On the issue of inclusivity, the DSL said that Rooks Heath prides themselves on how inclusive they are. The school has taken 94 children from abroad where English is not a first language since September 2018. The Head Teacher felt that Progress 8 data is sometimes not reflective of what progress actually happens at the school.

A discussion also took place on the school's new hub, which aims to deal with the large number of fixed term exclusions; this hub was introduced in September. It works as a support hub for SEN students and also deals with behavioural issues. Students who have misbehaved are isolated in this room for the school day, including lunch and break, with detention for half an hour as well. This is different from seclusion. This has cut their fixed term exclusion rates, from 84 fixed term exclusions last year to 3. It's not just them being isolated, they are actually with a member of the team to talk about the reasons why they are in isolation, and then some intervention work takes place. They also have a Safer Schools Officer who attends once a week and talks to the pupils based at the hub. If there

are any incidents he will sit down and talk to the children about it. He is also open to speaking to the children any time to have a drop in and a chat, openly and engages with them.

Young Harrow Foundation

Members of the panel were given an overview of the work that is undertaken by the Young Harrow Foundation (YHF) by the CEO, who explained that the charity is funded by the John Lyon Charity. John Lyon's Charity felt that services were starting to close because of a series of issues and therefore work with Harrow, Barnet and Brent in order to tackle some of the problems being faced by small charities; they realised that we as boroughs don't apply for funding and they saw the problem sliding from central boroughs to outer boroughs, therefore they wanted to invest in these boroughs. YHF has been funded by John Lyon and Mercers from April 2016, however the charity is not allowed to touch this money for scrutiny purposes.

The purpose of YHF is three-fold; to help address the needs of young people, helping with commissioning where some of the smaller charities were being crippled where they were unable to fundraise effectively, and also to help funders, councils, and charities to work in better partnership with one another, therefore helping with brokerage. In addition to this, the group were told that there are also issues for small charities in Harrow securing venues and they are now looking at how local organisations can have some social impact through the use of spaces that are not being used.

YHF operate a model that is based around a theory of change, this includes three elements:

1. Development – Helping lots of charities and the council with this in relation to very specific training which was evidenced in the YHF needs analysis.
2. Fundraising – Looking at organisations that don't have a fundraiser, supporting them and training them to write bids
3. Partnership – supported the council in securing £500k for the Early Intervention Youth Fund, and £450k for 5 charities to tackle mental health, as well as helping people develop expertise to be successful with funding.

In 2018 the YHF conducted a needs analysis called 'This is Harrow'. The first needs analysis was done with 51 charities in total, and they identified key gaps around services that are not being promoted, they also worked with the council's Business Intelligence Unit to look at various strands of data, and what would it look like if young people did a full analysis of young people. This analysis represented 15% of 10-18 year olds in Harrow, which covered 7 secondary schools, 1 college, and employment providers, covering 4,500 young people. Primary schools were not involved due to the severity of the questions (such as questions around suicide, crime, etc.), a lot of questions had to be verified for safeguarding of young people. 100 questions were asked, looking at all sorts of subjects, including travelling, caring, opportunities, etc.

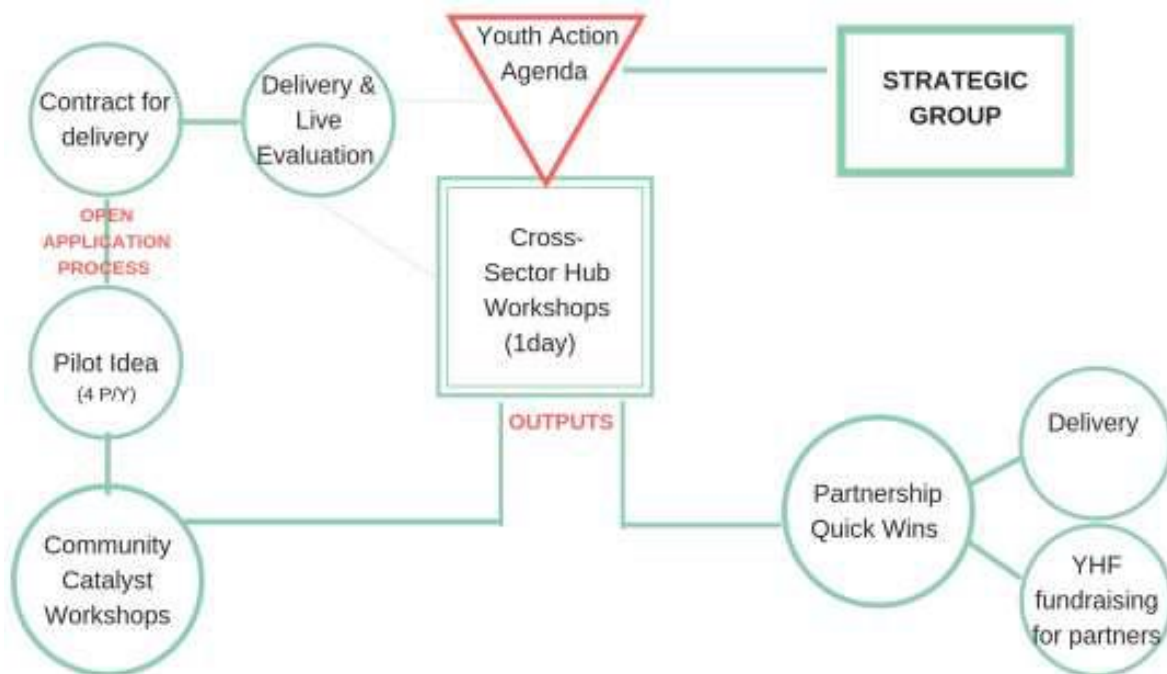
One of the things identified was the massive difference in inequalities in Harrow, especially for young carers in Harrow. Being active also came up as most young people over the age of 14 stopped being active. There was an increase of issues such as feeling isolated and unhappy. Some of the individual feedback seemed to be around lots of schools asking YHF not to get involved in activities outside of school, and educational pressures also seemed to be an issue.

Phase 2 of the Needs Analysis is to ensure all programmes that are available to young people in Harrow are available online which can be accessed by all practitioners. A big publicity push is going to happen in the near future; they are trying to get 400 organisations onto their web site. This was only launched in November, but the challenge is to try and get organisations to put their information up on the web site, someone has been recruited to help people put their information online which is jargon-free. They are working on this with the council to put lots of the children's centre activity information onto the web site.

A discussion took place on investment in the transition age and the CEO talked about a recent unsuccessful bid for this money as funders don't see this as a priority, but that they and the council do. YHF are also working with schools to start a new partnership model; and in the past three years YHF have helped £2.3m to come into the council but schools are very slow on take-up. The CEO said that there is a time and priority issue, especially when they themselves are under so much pressure. Therefore YHF have asked 5 schools to evaluate what's not working, and starts to develop a new relationship (Park High is already involved and the offer has also been opened up to Nower Hill). There was some

discussion around quality assurance of programmes, and this becomes a problem. The CEO said that's what they are trying to develop, if that's the stumbling block, but further work needs to be done on understanding the blockage. The Head Teachers Forum is engaged in this agenda, but what they would really like is for a head teacher to be a champion for this piece of work.

A discussion took place about YHF's Change Champion model, below:



This model looks at not just throwing more resources at a problem, but looking at what the problem is. They have recruited 12 young people with lived experiences of the 5 key areas highlighted in the Needs Analysis. They are then tasked with putting together a mandate on some of the key issues in Harrow. A deep-dive workshop was done on Grange Farm, then a SWOT analysis took place, through this some new work has now begun on the estate by existing partners. There was no cost attached to this. The only thing that YHF have invested in is the holiday programme.

A discussion also took place about the foodbank programme and members of the panel asked how we can replicate the foodbank at Grange Farm elsewhere. The CEO said that we can use this model to help solve some of these problems from a strategic level. He also said that a lot of people don't know about foodbanks, such as a church in Rayners Lane, which is open once a week.

YHF have now invested a bit of money and the CCG to make it mandatory that once a month all those people who are on the waiting list for CAHMS are given some information and help them to network with one another. Members said that this actually gets people out to talk to one another.

In relation to parenting skills, the YHF are launching a new partnership with the police, where parents can come to workshops where they can look at what sort of things they are dealing with, i.e., checking for phones, social media, looking at footage of children, etc. it's a complicated offer which is still being signed-off but helps to develop solutions for some of these problems.

A discussion was had around the extensive research that has been carried out recently and how this then feed into new bids completed by the VCS and council, and gives us power to need solutions. Right now all the power is with the funders.

5.2 Overview of Challenge Panels

One Challenge Panel was held on the 1st of May. Members heard from and asked questions of the Corporate Director for People's, the Divisional Director of Children's Services, the Divisional Director of Resources, and the Head of Community Safety. Detailed notes of all meetings (including all questions asked, and answers provided) are appended to this report.

The main discussion points were as follows:

An overview of the council's structure in relation to youth violence

An introduction was given by the Divisional Director for Resources, who oversees the development of the Community Safety and Violence Vulnerability and Exploitation strategy; facilitating partnerships across the organisation; and also managing the Mayor's Office for Policing and Crime (MOPAC) London Crime Prevention Fund (LCPF), as well as working with the VCS. The team are responsible for pulling together data and the strategic vision.

The head of community safety talked about the team's role in enforcement, and said that the community safety team deals with ASB, this includes all ASB except housing. All low level ASB is dealt with, and they also lead for intelligence sharing, feed into a daily VVE meeting to discuss what's happened overnight with actions for all partners and actions for perpetrators.

The Divisional Director introduced children's services, which includes early intervention and support, talked about the Wealdstone Hub, and said that they also have a VVE team to deal with some of the emerging issues, and managing the YOT services, who are aligned with the early support and crime prevention services. His area also tries to work with perpetrators and victims and looks at how they can keep people safe.

The Corporate Director for people's services said his area includes children's, schools, adult's services and public health, and commissioned services as well with delivering intervention services through the youth offer. He attends a number of operational meetings and chairs the YOT board, and also has contact with the VVE daily meetings and any high risk issues that occur with youth violence.

The head of The Helix School was also present and said that some current students and past students have been perpetrators of violence. The school is supported by the Met Police and SNT, and represents the heads on youth violence, and member of the YOT board. Also involved in other initiatives where young people are given a voice, and trying to address some of the issues.

The group were also joined by schools officers, who talked about prevention through education, engagement, and disposals that the police are responsible for. They also talked about diversion, and current staffing being enough to do firefighting, but schools and youth engagement teams are not fully staffed.

The drivers of youth violence

Officers commented that youth violence is a multiple problem, but one problem is where families neglect their children, they find their source of identity elsewhere, and it's about ensuring that younger siblings don't get involved. But the issue is multifaceted.

Members of the panel talked about YOT and not going down the court route, and that the cadets is a good route, but they are struggling to find £6,000 funding, which is aimed at around 160 students. They talked about their visit to Nower Hill and said that they were very impressed with the children. However, they commented that the young people did not have a good perception of the police, whereas in the cadets they can approach the police and talk to them, and about three or four of them said they wanted to go into the police. Some of the youngsters who were studying for their GCSEs found the space useful to do their revision.

Officers said that they work on a whole family approach and there is now a parenting practitioner who has been recruited.

Members also said that they have witnessed a lot of good initiatives that are taking place but not many people know about it, for example Cedars and Wealdstone Centre were doing a lot of good work, and the children they spoke to had an awareness of crime through the facts on knife crime that they are learning.

Officers said that in terms of looked after children, this group are affected by violence, but in terms of numbers these are still quite low, however the seriousness is still quite high. There was a recent incident which involved children in care, but lots of professionals are involved with them to prevent them from harming themselves. Members are questions about sign-spotting and whether carers are aware of this or have training. Officers said that this sort of training is given to foster carers, but the VVE team has specific training which is around this which is making a difference.

The head of the Helix also added that on youth centres there are two groups that use them, those children who are not involved in gangs and those who are involved in gangs who see youth centres as 'haters', because much of the things on offer don't appeal to the young people. Whereas Ignite seems to have an impact as they are doing work that meets their needs, around employment, etc.

Officers said that in terms of information sharing with schools, this is done via the Gold bulletin on a monthly basis, but there is an issue around how that gets disseminated to each school. But PH said that they are striving to get it right, which is coproduced with

young people, listening carefully to what the needs are of young people, and what they want.

Officers said that in terms of the public health approach to crime, they have adopted a public health approach on the basis that they recognise that the effort needs to go into early intervention as opposed to enforcement, and stopping young people getting involved in crime. The Mayor recognises that Glasgow and London are different, but appreciate that with county lines this is a bigger issue. In Harrow there is a need to try and recognise the signs and intervene early to help people move away from a life of crime. It is also important for safeguarding purposes, as these are children we are talking about and not criminals.

Recommendation: The council to explore interventions that prevent young people from using and dealing drugs.

Partnership working

A discussion took place about funding voluntary sector organisations that are being funded under the Mayor's London Crime Prevention Fund. This is in line with the council's strategy to mobilise the VCS to get match funding, which requires close working with Young Harrow Foundation to facilitate and enable working with young people in the borough. The relationship with young people could improve, but this was the point of the Needs Analysis, and to utilise this evidence to leverage more funding as there are more avenues for the VCS to attract funding as opposed to council. Following the Home Office Gangs Peer Review better partnership working is happening, but more work can be done with health partners, but this seems to be a general issue, and data out of health has been a challenge.

A discussion also took place about Red Thread, who work out of hospitals, and deal with victims of serious crimes and stabbings; Red Thread have been particularly good at helping on the ground at the time it is needed.

In relation to partnership working, Safer Harrow meets quarterly, and the Serious Incident Group meets once a month which is held at a school and this is because they are a key partner.

Information sharing between partners

The council have invested in new software called E-Cins; this allows the partnership to gain access to a wide range of information. To date all staff have been working on different databases and system, so they are relying on people talking to each other. What the new system does is bring everything into one area, instead of having lots of jigsaw pieces, and gives more information about where to make an impact rather than just firefighting. With funding it's not the most extortionate system to pay for, so our key thing right now is to make sure partners are using it properly, particularly in PH's area to get people on board so that we can start to sell it to others. Currently this software is funded via the Home Office's Early Intervention Youth Fund (EIYF) and there is possibly underspend available from other sources, such as the LCPF, but the first thing is to establish that it's working well.

Financing of early intervention programmes in the future

In relation to police programmes there is currently a shortfall of £5,000 to pay for books for the Junior Citizens Scheme and as the police are not a charity they cannot apply for funding, however other organisations can apply on their behalf.

Council officers said that the reality is that the direction of funding to local authorities has been declining for the last few years, and it's about how you protect statutory services through early intervention, but the problem is that the early intervention is not a statutory service. The Council's Medium Term Financial Strategy (MTFS) talks about finding more money for things that are important to residents. But they know that they can't enforce their way out of this issue, part of that is working with the Young Harrow Foundation to attract more money into Harrow, which is a competitive field. The reality is that Brexit is also paralysing government and a lot of energy is going into that. There is evidence on what the cost will be if you don't do anything, but it's about having an effective evidence base and how we use existing resources, which allows less children coming into care.

Officers talked about the new development of the Civic and a discussion took place about the infrastructure which looked at alleyways and street lighting and how residential opportunities could possibly design youth crime out.

In terms of specific policies, the Licensing Policy and Gambling Policy were renewed last year but they are limited by government guidance but this is done through consultation with partners. Officers agreed that it would be good to be able to change this through existing policies; however we need to be more innovative where looking for funding.

Members commented that there are probably cheaper ways through avoiding the late night levy, and multiple properties with alcohol licenses, or selling alcohol underage, and how we use the prioritisation there and how this makes an impact. Members also said that there is a debate around whether having a Civic in the Wealdstone area of regeneration, and questions were asked about how the council's role in regeneration had an impact on crime.

Officers said that following the shooting in May the Wealdstone Action Group was set up. Regeneration is a long term challenge and they need to think about some of the immediate actions, for example at this meeting no one in the area knew who Ignite were. They are also looking at Palmerston Road and private regeneration alongside council regeneration and how the community sector is driving that. Street drinking is also an issue, and they need to address this issue and not shift the problem elsewhere in order to lift the life chances of Harrow residents.

In addition to this, last year The Helix commenced 'The Ripple Effect' which no longer runs due to shortage of staff, but it was a phased intervention supported by the Met Police and Children's Services and got as far as targeting the Afro-Caribbean community, due to the statistics that support that largely this sort of crime is perpetrated by Afro-Caribbean community. It was about putting blame aside, and dealing with the problem, which included young people on streets after hours, employment issues, no one being home, and grandparents not there. They then looked at conflict resolution by young people themselves, and being clear about what resources are needed to help tackle this. Intelligence was also gathered on causes or drivers of crime. Young people said they do not feel safe in the community anymore which is why it is safer to join a gang. Some of the issues at home include not having any positive relationship with parents, even if there is no conflict, it's just a place to eat and sleep; the gangs are their family.

Recommendation: Each time a strategy or policy is reviewed a specific perspective on reducing youth violence should be included.

Work with the transition age group, primary school year 6

Some discussion took place about the Junior Citizens Scheme where all Harrow junior schools are invited to attend. The community centre in Stanmore is allowing them to use their space, but the issue is for schools to transport them to the venue, that's the only barrier. Officers said that currently there is limited work happening with the transition group, but funding options are being explored.

Recommendation: Harrow Council explores the use of early intervention programmes in year 6 of primary schools

The role of schools

The head of The Helix said that two of the Safer Schools Officers did a presentation to Heads for the free use of space of schools, but to date the cadets are still being charged. The Helix is too small to be used, and in some cases the cadets have used it, but there is no gym big enough. What was unclear was why the police cadets cannot use free space at schools.

Officers also commented about issues in schools and how information is passed on and there is some work going on around that around pathways for referrals to prevention of escalation and officers asked members what teachers views were around the expanding role of welfare and expectations from teachers.

One member of the panel said here are questions around knowing how well trained they are, a lot of it is playground chatter and hearsay from other young people. Some teachers don't feel well equipped enough to deal with some of these issues and it would be useful to have some more training around this. In addition to this it's important for teachers to know what's happening outside of school.

Police officers commented that schools are quite closed and police won't know about an issue until further down the line. Ofsted grading depends on this around safeguarding, so

it's important for schools to be open. All schools need to have buy-in and to acknowledge there is a problem, which costs nothing.

Members asked the police attend the monthly SIG meetings and if this could be promoted; officers said that there are regular meetings that happen with Heads and these are well attended, and a lot of these issues are discussed and training is talked about. Officers agreed that there is an issue around knife arches but more are coming on board. Members echoed this point and said there needs to be a better relationship between the police and schools. The head of The Helix also asked how many staff can recognise whether a child can be identified as being under the influence of drugs and alcohol.

Recommendation: The Council to work in collaboration with the Police and Schools to address the priorities agreed within the CS, VVE Strategy.

6. Conclusions

At the end of the challenge panel the Chair listed a number of additional recommendations:

1. Encourage a multi-agency approach and make sure any strategy addresses the root causes; childhood trauma, social inequality, poverty, mental health problems, and education and training;
2. Help young offenders into employment and training to 'break the cycle';
3. Engage the community. Good options include recruiting community mentors and supporting youth clubs;
4. Work with school. They can provide valuable intelligence about who is at risk and help deliver universal interventions to children;
5. Start young. Many of the most proactive councils are working with pupils at the end of the primary school;
6. Language is important. Young people caught up in crime are victims as well;
7. Collect the data. Analysing A&E attendances and arrests can identify trends and hotspots;
8. Streamline referral systems. Some councils are setting up hubs to review and assess cases;
9. Make sure parents and carer know the signs so they can spot early if children are being exploited;
10. Consider working with other groups – such as taxi drivers, train staff and security guards – as they may be able to spot the changes in behaviour and the arrival of criminal gangs.

It was felt that all of these recommendations had been fulfilled as part of this review and that recommendations arising from this review, that have been outlined below, will be fed into the Community Safety and Violence, Vulnerability and Exploitation Strategy. These will also feed into the annual YOT Plan.

Recommendations

Our recommendations, as contained within the body of this report, are as follows:

Recommendation 1: Each time a strategy or policy is reviewed a specific perspective on reducing youth violence should be included (All departments, Corporate Strategic Board)

Recommendation 2: The Council to work in collaboration with the Police and Schools to address the priorities agreed within the CS, VVE Strategy (Children's Services)

Recommendation 3: The council to explore interventions that prevent young people from using and dealing drugs (Children's Services)

Recommendation 4: Harrow Council explores the use of early intervention programmes in year 6 of primary schools (Children's Services and Community Safety Team)

MINUTES FROM THE CHALLENGE PANEL

To	Preventing Youth Violence Scrutiny Review Panel
Scrutiny Support	Shumaila Dar
Date and Time of Meeting	Wednesday 1st May – Committee Rooms 1&2, Civic 1, Civic Centre 18:30-20:30
Scrutiny Members Present	Councillors Janet Mote (Chair) (JM), Sachin Shah (Vice Chair) (SS), Sarah Butterworth (SB), Chris Mote (CM), Christopher Baxter (CB)
Officers present	Paul Hewitt (PH), Paul Walker (PW), Alex Dewsnap (AD), Richard Lebrun (RLB), Peter Tolley (PT), Graig Bradley (GB) - Police, PK Maselino (PK) – The Helix Pupil Referral Unit, Shumaila Dar – Policy Officer
Apologies	Councillors Maxine Henson, Camilla Bath, Dan Anderson, Honey Jaimie, Peymana Assad, Susan Hall, Dan Burke (Young Harrow Foundation), Sara Leech (Police), Nathaniel Bygrave

Preventing Youth Violence Scrutiny Review Panel

1. Welcome and Introductions

JM started with a brief introduction, and all members introduced themselves.

2. Questions

JM: What connections does your team have with youth crime and violence?

AD started off with an introduction about his service area; which oversees the development of the Community Safety and Violence Vulnerability and Exploitation strategy; facilitating partnerships across the organisation; and also managing the Mayor's Office for Policing and Crime (MOPAC) London Crime Prevention Fund (LCPF), as well as working with the VCS. The team are responsible for pulling together data and the strategic vision.

RLB said that he oversees enforcement and the community safety team deals with ASB, this includes all ASB except housing. All low level ASB is dealt with, and they also lead for intelligence sharing, feed into a daily VVE meeting to discuss what's happened overnight with actions for all partners and actions for perpetrators.

PT introduced children's services, which includes early intervention and support, talked about the Wealdstone Hub, and said that they also have a VVE team to deal with some of the emerging issues, and managing the YOT services, who are aligned with the early support and crime prevention services. His area also tries to work with perpetrators and victims and looks at how they can keep people safe.

PH, Corporate Director for people's services, said his area includes children's, schools, adult's services and public health, and commissioned services as well with delivering intervention services through the youth offer. He attends a number of operational meetings and chairs the YOT board, and also has contact with the VVE daily meetings and any high risk issues that occur with youth violence.

PK talked about The Helix, and said that some current students and past students have been perpetrators of violence. The school is supported by the Met Police and SNT, and represents the heads on youth violence, and member of the YOT board. Also involved in other initiatives where young people are given a voice, and trying to address some of the issues.

CG talked about prevention through education, engagement, and disposals that the police are responsible for.

CB talked about the other side of things, around diversion, and talked about current staffing being enough to do firefighting, but schools and youth engagement teams are not fully staffed.

JM: How do you work with outside agencies in particular, with the VCS?

AD talked about funding Ignite (VCS organisation) under the LCPF, which is in line with the council's strategy to mobilise the VCS to get match funding, also working with Young Harrow Foundation to facilitate and enable working with young people in the borough. AD also said that the relationship with young people could improve, but this was the point of the Needs Analysis, and utilising this to leverage more funding as there are more avenues for the VCS to attract funding as opposed to council. Many facets drive this, and it's not just an enforcement approach. AD said following the Home Office Gangs Peer Review better partnership working is happening. More work can be done with health partners, but this seems to be a general issue, and data out of health has been a challenge.

PT talked about Red Thread, who work out of hospitals, and deal with victims of serious crimes and stabbings; PT said they have been really good at helping on the ground at the time it is needed.

JM: Do you all meet together regularly?

CG said that the SIG meets once a month which is held at a school and this is because they are a key partner.

JM: How will new intelligence gathering software (E-Cins) be used to inform the strategic vision and ongoing information sharing between partners given that it's only being funded for a year?

RLB said that they are all working on different databases and system, so they are relying on people talking to each other. What this does is brings everything into one area, instead of having lots of jigsaw pieces, gives us more information about where to make an impact rather than just firefighting. With funding it's not the most extortionate system to pay for, so

our key thing right now is to make sure partners are using it properly, particularly in PH's area to get people on board so that we can start to sell it to others.

CM asked if the software will be funded further. AD said no, because right now it's being funded via the Home Office's Early Intervention Youth Fund (EIYF) but there is possibly underspend available from other sources, such as the LCPF, but as RLB said the first thing is to establish that it's working well.

JM: What work is taking place in primary schools with transition age pupils and even younger pupils aged 7/8 in relation to PSCH?

CG talked about the Junior Citizens Scheme where all Harrow junior schools are invited to attend. The community centre in Stanmore is allowing them to use their space, but the issue is for schools to transport them to the venue, that's the only barrier.

Possible recommendation: Given that transition group was one of the areas of focus for this scrutiny review, would you like to include a recommendation around exploring the use of early intervention programmes in year 6 of primary schools?

JM: Can you see barriers to the financing of early intervention programmes in the future?

CG said that there is currently a shortfall of £5,000 to pay for books for the scheme. JM asked if there is any other way to get funding, such as John Lyon Trust. CG said that the met police can't but someone can do it on their behalf. JM then showed the group a book called 'Watch Out' for Junior Citizens which covers knife crime and youth violence, which is also endorsed by the Council and public health. There are also some phone numbers and access points for children who want to get hold of somebody. CG will send JM an email to see if someone can apply for this on their behalf.

JM: How are looked after children affected by youth violence, is there a rise and does this have an impact on their life?

PT said that they are affected by violence; in terms of numbers these are still quite low, but the seriousness is still quite high. There was a recent incident which involved children in

care, but lots of professionals are involved with them to prevent them from harming themselves. JM talked about ensuring sign-spotting and whether carers are aware of this or have training. PT said that this sort of training is given to foster carers, but the VVE team has specific training which is around this which is making a difference.

JM: What do you think the main problems are?

PT said that it's a multiple problem, but one problem is where families neglect their children, they find their source of identity elsewhere, and it's about ensuring that younger siblings don't get involved. But the issue is multifaceted.

JM talked about YOT and not going down the court route, and that the cadets is a good route, but they are struggling to find £6,000 funding, which is aimed at around 160 students. JM talked about her visit to Nower Hill and that she was very impressed with the children. JM said the children did not have a good perception of the police, whereas in the cadets they can approach the police and talk to them, and about three or four of them said they wanted to go into the police. Some of the youngsters who were studying for their GCSEs found the space useful to do their revision.

CM also said that the young people need a place to chill out and be on their own, CM also said that work needs to be done to educate parents.

PT said that they work on a whole family approach and there is now a parenting practitioner who has been recruited.

JM said that there are so many good things going on but not many people know about it. JM said that Cedars and Wealdstone Centre were doing a lot of good work, she said that all the children had an awareness of crime through the facts on knife crime that they are learning.

PK also added that on youth centres there are two groups that use them, those children who are not involved in gangs and those who are involved in gangs who see youth centres as 'haters', because much of the things on offer don't appeal to the young people. Whereas Ignite seems to have an impact as they are doing work that meets their needs, around employment, etc.

PH also said that information is shared with schools via the Gold bulletin on a monthly basis, but there is an issue around how that gets disseminated to each school. But PH said that they are striving to get it right, which is coproduced with young people, listening carefully to what the needs are of young people, and what they want.

JM: Financing youth violence programmes seems to be a problem, how are the council resolving this issue and assisting external partners with this?

PT said that there is evidence on what the cost will be if you don't do anything, but it's about having an effective evidence base and how we use existing resources, which allows less children coming into care.

AD said that there is a reality that the direction of funding to local authorities has been declining for the last few years, and it's about how you protect statutory services through early intervention, but the problem is that the early intervention is not a statutory service. The Council's Medium Term Financial Strategy (MTFS) talks about finding more money for things that are important to residents. But they know that they can't enforce their way out of this issue, part of that is working with the Young Harrow Foundation to attract more money into Harrow, which is a competitive field. The reality is that Brexit is also paralysing government and a lot of energy is going into that.

JM: How will recommendations from this review be fed into the VVE strategy refresh?

AD said that they will be. The reason why we are here is because this is a really important topic and we want to get it right so that we get recommendations that can make a difference with those.

PH said that it will also be the YOT plan which goes to Council every year, we have tried very hard that the VVE strategy and the YOT plan work together.

JM: How do the Council's other strategies make reference to the public health approach to crime?

AD said that in terms of the public health approach to crime, they have adopted a public health approach on the basis that they recognise that the effort needs to go into early intervention as opposed to enforcement, and stopping young people getting involved in crime. The Mayor recognises that Glasgow and London are different, but appreciate that with county lines this is a bigger issue. We need to try and achieve recognising the signs and early intervention to help people move away from a life of crime.

PT said that it's also in line with safeguarding and YOT, as these are children we are talking about and not criminals.

SS: How can the council make an impact which doesn't cost much? Harrow Council will be reviewing its planning and licensing policies, and how will those impact on reducing youth crime where it would cost very little or no money.

CG talked about a super zone under public health and wanted to know more about this as she felt it would be an easy win.

PK said that when the new development of the Civic was discussed we talked about the infrastructure which looked at alleyways and street lighting and how residential opportunities could possibly design youth crime out.

RLB said that the Licensing Policy and Gambling Policy were renewed last year but they are limited by government guidance but this is done through consultation with partners. RLB agreed that it would be good to be able to change this through existing policies; however we need to be more innovative where looking for funding.

SS said that there are probably cheaper ways through avoiding the late night levy, and multiple properties with alcohol licenses, or selling alcohol underage, and how we use the prioritisation there and how this makes an impact. Agreed that they work with other partners, but said that when they are looking at this they need to think about how every policy affects youth violence from another point of view. SS said that he had some discussions around how we think about licensing and fly tipping in a different way.

SS said that there is a debate around whether having a Civic in the Wealdstone area of regeneration. SS asked how they council's role in regeneration had an impact on crime.

AD said that following the shooting in May the Wealdstone Action Group was set up. Regeneration is a long term challenge and they need to think about some of the immediate actions, for example at this meeting no one in the area knew who Ignite were. They are also looking at Palmerston Road and private regeneration alongside council regeneration and how the community sector is driving that. Street drinking is also an issue, and they need to address this issue and not shift the problem elsewhere in order to lift the life chances of Harrow residents.

PK also added that last year they commenced 'The Ripple Effect' which no longer runs due to shortage of staff, but it was a phased intervention supported by the Met Police and Children's Services and got as far as targeting the Afro-Caribbean community, due to the statistics that support that largely this sort of crime is perpetrated by Afro-Caribbean community. It was about putting blame aside, and dealing with the problem, which included young people on streets after hours, employment issues, no one being home, grandparents not there; looking at the problem. They then looked at conflict resolution by young people themselves, and being clear about what resources are needed to help tackle this. Intelligence was also gathered on causes or drivers of crime. Young people said they do not feel safe in the community anymore which is why it is safer to join a gang. Some of the issues at home include not having any positive relationship with parents, even if there is no conflict, it's just a place to eat and sleep; the gangs are their family.

Recommendation: Each time a strategy or policy is reviewed a specific perspective on reducing youth violence should be included.

SB: Is anything they felt schools could be doing that doesn't really cost any more that could be helpful?

PK said that two of the Safer Schools Officers did a presentation to Heads for the free use of space of schools. But to date the cadets are still being charged. The Helix is too small to be used, and in some cases the cadets have used it, but there is no gym big enough. PK said he cannot understand why the police cadets cannot use free space at schools.

PT said there was a conversation last Friday with Paul Gamble about issues in schools and how information is passed on and there is some work going on around that around pathways for referrals to prevention of escalation.

AD asked SB how she gets a sense of what teachers views are around the expanding role of welfare and expectations from teachers.

SB said it's interesting because they have a higher number of young people come and speak to them. All teachers realise this is a big issue and SB said that her understanding is that teachers would welcome some more training around this. SB also added that it's important for them to know what's happening outside of school.

CG said that schools are quite closed and police won't know about an issue until further down the line. Ofsted grading depends on this around safeguarding, so it's important for schools to be open. All schools need to have buy-in and to acknowledge there is a problem, which costs nothing.

JM asked whether CG could go to the monthly SIG and plug this, PH said that there are regular meetings that happen with Heads and these are well attended, and a lot of these issues are discussed and training is talked about. Agreed that there is an issue around knife arches but more are coming on board. JM echoed this point and said there needs to be a better relationship between the police and schools. PK also asked how many staff can recognise whether a child can be identified as being under the influence of drugs and alcohol.

Recommendation: The Council to work in collaboration with the Police and Schools to address the priorities agreed within the CS, VVE Strategy.

CM said that there are more reports around drug crime more than knife crime.

SB: Is stability in staff in terms of continuity.

PT said that in Children's Services this is as stable as it has ever been and staff retention is good and looking at professional development for staff to stay on.

GB clarified that there issues with staffing is not due to funding issue it's a people issue.

JM listed a number of recommendations:

11. Encourage a multi-agency approach and make sure any strategy addresses the root causes; childhood trauma, social inequality, poverty, mental health problems, and education and training;
12. Help young offenders into employment and training to 'break the cycle';
13. Engage the community. Good options include recruiting community mentors and supporting youth clubs;
14. Work with school. They can provide valuable intelligence about who is at risk and help deliver universal interventions to children;
15. Start young. Many of the most proactive councils are working with pupils at the end of the primary school;
16. Language is important. Young people caught up in crime are victims as well;
17. Collect the data. Analysing A&E attendances and arrests can identify trends and hotspots;
18. Streamline referral systems. Some councils are setting up hubs to review and assess cases;
19. Make sure parents and carer know the signs so they can spot early if children are being exploited;
20. Consider working with other groups – such as taxi drivers, train staff and security guards – as they may be able to spot the changes in behaviour and the arrival of criminal gangs.

Recommendation: The council to explore interventions that prevent young people from using and dealing drugs.