



LONDON BOROUGH OF
HARROW

Council

Summons and Agenda

Date: Thursday 30 November 2023

Time: 6.30 pm

Venue: Kadwa Patidar Centre, Kenmore Avenue, Kenton,
Harrow, HA3 8LU

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

A handwritten signature in black ink that reads 'J. Farmer.' The signature is written in a cursive style.

Jessica Farmer
Interim Director of Legal and Governance Services

Despatch Date: 22 November 2023

Scan this code for the electronic agenda:



Useful Information

Joining the Meeting virtually

The meeting is open to the public and can be viewed online at [London Borough of Harrow webcasts](#)

Attending the Meeting in person

The Kadwa Patidar Centre can be found using [Google Maps to Kadwa Patidar Centre](#)

The venue is accessible to people with special needs. If you have specific requirements, please contact the officer listed on the front page of this agenda.

You will be admitted on a first-come-first basis and directed to seats.

Please:

- (1) Stay seated.
- (2) Access the meeting agenda online at [Browse meetings - Council – Harrow Council](#)
- (3) Put mobile devices on silent.
- (4) Follow instructions of the Security Officers.
- (5) Advise Security on your arrival if you are a registered speaker.

Filming / recording

This meeting may be recorded or filmed, and if you choose to attend, you will be deemed to have consented to this. Any recording may be published on the Council website.

Agenda publication date: Wednesday 22 November 2023

Prayers

Yogvivekdas Swami, Head Swami of BAPS Shri Swaminarayan Mandir ('Neasden Temple'), will open the meeting with Prayers.

1. Council Minutes (Pages 9 - 18)

That the minutes of the meeting held on 28 September 2023 be taken as read and signed as a correct record.

2. Declarations of Interest

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

3. Procedural Motions

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

4. Petitions

To receive any petitions to be presented:

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

5. Public Questions

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

6. Leader and Portfolio Holder Announcements

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

7. Long Service Award - Councillor Simon Brown

Further to the decision of Council on 28 September 2023, to make a presentation to Councillor Simon Brown marking 25 years' service on Harrow Council which he completed in May 2023.

8. Employment Arrangements for the Head of Paid Service (Managing Director) (Pages 19 - 22)

Recommendation I: Chief Officers' Employment Panel
(16 November 2023)

9. **Constitution Update** (Pages 23 - 40)

Report of the Interim Director of Legal and Governance Services

10. **Governance, Audit, Risk Management and Standards Committee Annual report** (Pages 41 - 58)

Recommendation I: Governance, Audit, Risk Management and Standards Committee
(20 September 2023)

11. **Annual Youth Justice Plan** (Pages 59 - 108)

Recommendation I: Cabinet
(16 November 2023)

12. **Information Report - Use of Urgency Procedure - Council** (Pages 109 - 114)

13. **Information Report - Remuneration Packages of £100,000 or greater** (Pages 115 - 122)

14. **Questions with Notice**

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

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

Any such questions received will be tabled.

15. **Motions**

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

(1) **Tamil Heritage Month Motion**

To be moved by Councillor Thaya Idaikkadar and seconded by Councillor Kuha Kumaran:

“This Council notes:

- that January 2024 will be Tamil Heritage Month.
- The tremendous contributions that Tamils make to Harrow’s diverse community.
- The richness of Tamil culture and the positive difference it has made to our society locally.

- January is an important month for Tamils as it marks Thai Pongal, the Tamil Harvest Festival.
- The importance of increasing awareness about the accomplishments of the Tamil diaspora.

This Council resolves to:

- Reaffirm our strong commitment to support Tamil Heritage Month events in Harrow.
- Continue to work with and support the local Tamil community.”

(2) Supporting Voter ID Motion

To be moved by Councillor Paul Osborn and seconded by Councillor Marilyn Ashton:

“The London Borough of Harrow recognises the importance of public trust in the security of the electoral process.

This Council notes:

- The threats to the democratic process must be combated to protect the integrity of our democracy.
- That the independent electoral Commission has called for a resolution to issues relating to voter ID in the UK.
- The recent law change allows for the provision of free voter ID cards (Voter Authority Certificates) which are issued by local authorities. This means financial hardship will not be a barrier to a voter’s ability to get an ID and cast their ballot.

This Council believes:

- Considering how frequently residents now require ID in their day-to-day lives, the new requirement for voters to have ID to vote is a reasonable approach to reducing the threat of voter fraud and ensures that there are still not significant barriers to voting.
- That the system for applying for voter ID for those without a valid voter ID is simple and has ensured that all can access the electoral process.

This Council resolves:

- To fulfil its duty to properly inform residents about the latest change in voting requirements.
- To commit to continuing to use its communication channels to notify residents about the need for voter ID in next year’s Mayoral, GLA and parliamentary elections.”

(3) Motion – Mortgages and Rent in Harrow

To be moved by Councillor Antonio Weiss and seconded by Councillor David Perry:

Council recognises that people across our borough are struggling to

make ends meet and are in urgent need of support.

- One in five adults in the UK has less than £100 in savings.
- Nearly four million children in Britain live in poverty.
- Areas of Harrow are the most deprived in the country, with many residents living in overcrowded accommodation.

High inflation and borrowing rates have hit lower-income households hardest, mostly because of the sharp increases in mortgage rates and rent.

Council notes that:-

- The Resolution Foundation estimate that about 21% of the 7.586m households with mortgages or loans (around 1.6 million households) will see their fixed-rate mortgage deal expire between Q1 2023 to Q1 2024, and are set to face an average increase in their annual mortgage bill of around £2,300 if they re-fix.
<https://www.resolutionfoundation.org/publications/macroeconomic-policy-outlook-q2-2023/>. In Harrow, that is the equivalent of 5771 households paying a combined £13,273,806
- For a typical mortgage couple in their 30s that would translate into a fall in disposable income of around 11%.
- The Bank of England Bank Rate was just 0.25% at the beginning of 2022 and although the Bank of England kept interest rates at 5.25% in November 2023, analysts expect more pain to come with some predicting rates will go as high as 5.75% and remaining above 5% until the summer of 2024 before starting to fall towards 3.6% in five years' time.
- Mortgage stress levels are set to hit heights not seen since the 1980s.
- Private landlords will also be looking to pass this increase onto their tenants through increased rents.
- Between April 2019 and September 2023 there were 753 no fault evictions in Harrow.

'No-fault evictions', also known as Section 21 notices, allow landlords to order tenants to leave with a minimum of two months' warning - without having to prove that the tenant is at fault in any way.

The figure of 753 is based on the number of no-fault eviction letters that have been followed up with a possession claim in the courts. The true scale of the problem in Harrow could be worse, as not all Section 21 notices will necessarily reach this stage.

- According to the latest Government data, in 2021 there were:-
 - 22,629 households privately renting in Harrow
 - 9,234 properties were let at social rent.
- According to the latest Bank of England data, 43% families are struggling to pay their rent – 13,700 households in Harrow.
- Due to the lack of leadership in government from successive Conservative Prime Ministers and Chancellor's, the economy has suffered from bad policy to bad decisions, thus negatively impacting mortgage payers and renters in Harrow.

Council resolves: -

- To use all available routes to urge central government to take a more proactive approach in supporting Harrow residents through the ongoing cost of living crisis and high inflation, in particular: -
 - to immediately adopt measures to ease the mortgage crisis and halt repossessions and evictions by guaranteeing support from lenders for struggling mortgage borrowers.
 - Mandatory mortgage flexibility and support from lenders, not voluntary.
 - recognise the pressures that high inflation is placing on local government finances and provide proper funding to councils to support residents to remain living locally in Harrow; like through Discretionary Housing Payments that allow councils to support those in the greatest need.
- To clearly signpost the support, networks and guidance that is available in Harrow, and promote through appropriate channels to our residents and businesses.
- To ensure our local voices are heard, the Leader of the Council and Leader of the Opposition will form a delegation with all Harrow MP's and request a meeting with the Chancellor of the Exchequer. The Council must stand up for our local residents and aim for the above positive changes to alleviate the pressure on mortgage and rent payers.

Data Protection Act Notice

The Council will record the meeting and will place the recording on the Council's website.

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

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COUNCIL
30 NOVEMBER 2023

MINUTES

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Council

Minutes

28 September 2023

Present: Councillor Ramji Chauhan (The Worshipful the Mayor)
Councillor Janet Mote

Councillor Salim Chowdhury (The Deputy Mayor)

Councillors:

Ghazanfar Ali	Eden Kulig
Dan Anderson	Kuha Kumaran
David Ashton	Jean Lammiman
Marilyn Ashton	Jerry Miles
Christopher Baxter	Vipin Mithani
June Baxter	Amir Moshenson
Philip Benjamin	Phillip O'Dell
Govind Bharadia	Paul Osborn
Nicola Blackman	Nitin Parekh
Simon Brown	Mina Parmar
Shahania Choudhury	Anjana Patel
Dean Gilligan	Pritesh Patel
Matthew Goodwin-Freeman	David Perry
Stephen Greek	Natasha Proctor
Chetna Halai	Kanti Rabadia
Susan Hall	Aneka Shah-Levy
Graham Henson	Rekha Shah
Maxine Henson	Norman Stevenson
Stephen Hickman	Samir Sumaria
Nitesh Hirani	Krishna Suresh
Asif Hussain	Sasi Suresh
Thaya Idaikkadar	Yogesh Teli
Ameet Jogia	Zak Wagman
Rashmi Kalu	Antonio Weiss
Hitesh Karia	

Apologies received: Councillor Peymana Assad Councillor Varsha Parmar
Councillor Kandy Dolor

PRAYERS

The meeting opened with Prayers offered by Yogvivekdas Swami, Head Swami of BAPS Shri Swaminarayan Mandir ('Neasden Temple')

95. Council Minutes

RESOLVED: That the minutes of the Annual meeting held on 18 May 2023 be taken as read and signed as a correct record.

96. Declarations of Interest

The following interests were declared:

Item 12 – Questions without Notice

Councillor Nitin Parekh declared a non-pecuniary interest in that he lived in the area mentioned in one of the questions.

Item 13 – Motion calling on TfL to examine the boundary position of ULEZ cameras

Councillor Stephen Greek declared a pecuniary interest in that he was employed by the Greater London Authority and would leave the room for the discussion and voting on this item.

Councillor Susan Hall declared a pecuniary interest in that she was a member of the Greater London Authority and would leave the room for the discussion and voting on this item.

Councillor Asif Hussain declared a pecuniary interest in that he was employed by the Greater London Authority and would leave the room for the discussion and voting on this item.

97. Procedural Motions

There were no procedural motions.

98. Petitions

In accordance with Rule 10, the following petitions were received:

- (i) Petition submitted by Mike Williams containing 56 signatures in relation to the condition of the pavements in Butler Avenue, West Harrow.
- (ii) Petition submitted by Councillor Stephen Hickman containing 30 signatures in relation speeding traffic on Whitmore Road East.

[The petitions stood referred to the Corporate Director, Place].

99. Public Questions

To note that one question from a member of the public had been received and the recording was on the Council's website.

100. Leader and Portfolio Holder Announcements

- (i) The Leader of the Council, Councillor Paul Osborn, introduced the item highlighting the Administration's achievements, challenges and plans since the last ordinary meeting.
- (ii) Other Members spoke and/ asked questions of the Leader of the Council which were duly responded to.

101. Recognition of Long Service - Councillor Simon Brown

RESOLVED: That a Long Service Award marking Councillor Simon Brown's 25 years' service as a Member of the Council in May 2023 be approved.

102. Community Safety Strategy 2023 - 2026

RESOLVED: That the new Community Safety Strategy 2023-2026 be approved.

103. Pension Board Annual Report 2022-23

RESOLVED: That the Pension Board Annual Report 2022-23 be approved.

104. Information Report - Use of Urgency Procedure - Council

RESOLVED: That the report be noted.

105. Information Report - Remuneration Packages of £100,000 or greater

RESOLVED: That the report be noted.

106. Questions with Notice

To note that four questions from Councillors to the Portfolio Holders had been received and that the recording was on the Council's website.

107. Motions

- (i) **"An active transport strategy for Harrow Motion**

Motion in the names of Councillor Eden Kulig and Councillor Paul Osborn

This Council acknowledges that all Harrow residents, whether they

drive or not, have a shared interest in ensuring that a range of active travel options exist across the borough, and that supporting residents to make active transport choices where possible has beneficial effects for individuals, neighbourhoods and the borough as a whole.
Council Notes:

- The Leader's statement on 10 January 2023 that he wishes to see a 'more unified cycle network' across the borough and welcomes this commitment to improving the borough's cycling infrastructure.
- The Leader of the Council is the appointed representative on the Harrow Cycling Hub.
- According to TfL statistics, 31% of Harrow households do not own a car.
- That according to Harrow's Annual Public Health report of 2021, 54.8% of Harrow residents are overweight or obese, and 24.6% of adults do less than 30 minutes of physical activity a week, and that the most effective way for Harrow Council's Public Health team to support increased physical activity for these groups would be to promote ways for them to incorporate walking and cycling into their daily routines.
- That as per the Education Act 1996, all local authorities in England have a statutory duty to support active travel choices for school children.
- That many residents face challenges to incorporate cycling into their daily journeys around the borough due to factors including a lack of safe and unified cycle routes, and a lack of storage space for bikes within or near their homes or at tube stations.
- That the administration has pledged in its flagship actions to create safe and secure cycle parking at Harrow-on-the-Hill by May 2024.

Council believes that:-

- Supporting residents who choose to make active transport choices for short journeys around the borough will reduce air pollution, ease traffic, reduce pressures on parking and make our streets safer for children and more peaceful for all residents.
- Walking and cycling is a significant contributor to public health and wellbeing, and with NHS guidelines advocating that all adults take moderate exercise each day, the easiest way to achieve this is through individuals incorporating walking and cycling into their daily routines.
- Harrow's cycling infrastructure is not currently sufficiently unified,

and that it would be beneficial for cycle routes across the borough to be better linked, more separate from roads, and with their signage improved.

- That a lack of secure storage for cycles can discourage people from owning and using a cycle.

This Council resolves to:

Request that officers:

- Work in consultation with groups such as Harrow Cyclists, Healthy Streets for Harrow, and the Harrow Cycling Hub, to investigate the feasibility of creating a more unified cycling network across the borough, with cycle routes better linked across the borough, more separate from roads and better signposted, while balancing the needs of other road users and pedestrians.
- To work towards increasing cycling rates by the end of this administration, in consultation with Ward Councillors.
- To engage with the government's recently announced £32.9 million Active Travel Fund as well as exploring using Council funding for improved active travel infrastructure, specifically for the creation of a cycle corridor linking Station Road and Sheepcote Road, which would link Harrow and Wealdstone town centres, Harrow & Wealdstone station, the University of Westminster, Harrow High School and Northwick Park hospital, and which is one of the highest-demand cycle routes in Harrow according to TfL's Strategic Cycling analysis.
- To request TARSAP to review all transport provision while considering the active travel perspective.
- To examine the feasibility of installing 100 reasonably priced accessible cycle hangars, including spaces for non-standard cycles, in areas of multiple occupancy or terraced housing where people have nowhere to store a bike, as well as at all tube and train stations, and outside all shopping areas which do not currently have bike racks by May 2026."

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

- (ii) **“Motion calling on TfL to examine the boundary position of ULEZ cameras**

Motion in the names of Councillor Paul Osborn and Councillor Marilyn Ashton

This Council notes:

- Council passed a motion to oppose the ULEZ expansion in July 2022.
- The Mayor of London's decision to expand the ULEZ came into effect on 29 August 2023.
- The ULEZ, on its old boundary, made £224 million in revenue during 2022. It is expected that the expanded ULEZ will extract over £300 million per annum from London's poorest and most vulnerable motorists and traders.
- There have been worrying reports by Harrow residents who say that they have received ULEZ fines while driving on non-ULEZ boundary roads.
 - The most frequently mentioned sites are Common Road and Brockley Hill.
 - It emerged over the summer that the Deputy Mayor for Environment and Energy had asked a City Hall-funded expert to counter science that questioned the benefits of ULEZ.
 - The Leader of the Council wrote to the Secretary of State for Levelling Up, Housing & Communities requesting that the government supports a parliamentary amendment which will grant London Councils greater power to reject London-wide schemes like ULEZ.

This Council believes:

- The ULEZ expansion is a regressive tax on our poorest motorists and struggling trades people.
- It is wrong that some residents have been allegedly fined while driving on roads which TfL's website states are not within the ULEZ zone.

This Council resolves:

- To call on TfL to urgently examine the locations of their cameras near to boundary roads.
- To tell TfL to ensure anyone who was mistakenly fined while driving along a non-ULEZ boundary road is contacted and refunded.
- To reiterate our opposition to the ULEZ stealth tax and call on the Mayor of London to stop his war on Harrow's poorest and most vulnerable motorists.
- To welcome the Secretary of State for Levelling Up, Housing & Communities positive response to Leader's request for enhanced decision-making powers for London Councils, which will allow

councils to reject future schemes like ULEZ from being imposed by the Mayor of London/GLA.”

A tabled amendment in the names of Councillor David Perry and Councillor Natasha Proctor was received and, having been put to the vote, was lost.

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

[Note: Councillors Stephen Greek, Susan Hall and Asif Hussain left the room for the discussion and vote on this item].

(Close of Meeting: All business having been completed, the Mayor declared the meeting closed at 8.44 pm).

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COUNCIL
30 NOVEMBER 2023

CHIEF OFFICER EMPLOYMENT PANEL
RECOMMENDATION
(16 NOVEMBER 2023)

RECOMMENDATION I

**EMPLOYMENT ARRANGEMENTS FOR
THE HEAD OF PAID SERVICE
(MANAGING DIRECTOR)**

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Chief Officers' Employment Panel

Minutes

16 November 2023

Present:

Chair: Councillor Paul Osborn

Councillors: David Ashton
Marilyn Ashton
Simon Brown
Stephen Greek
David Perry

Apologies received: Councillor Natasha Proctor

Recommended Items

66. Employment arrangements for the Head of Paid Service (Managing Director)

Members received a report which set out the employment arrangements for the Head of Paid Service (Managing Director) and contained Human Resources and Legal advice.

Resolved to RECOMMEND (unanimously): (to Council)

That the current fixed-term arrangements for Alex Dewsnap, Head of Paid Services (Managing Director) be extended for a further three years until 2026 in accordance with the terms and conditions governing Chief Officer posts and subject to there being no 'material or well-founded objections' by members of Cabinet.

RESOLVED: That the Panel reconvene in early 2026 (in advance of the end of the current fixed term arrangements) to consider the appropriate process to recruit to the Head of Paid Service (Managing Director) role.

COUNCIL
30 NOVEMBER 2023

CONSITITUTION UPDATE

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Report for: Council

Date of Meeting: 30 November 2023

Subject: Constitution Update

Responsible Officer: Jessica Farmer, Interim Director of
Legal & Governance Services

Exempt: No

Wards affected: All Wards

Enclosures: Appendix A – Cabinet Decisions
Protocol
Appendix B – Code of Conduct for
Officer Member Relations
Appendix C – Protocol on Gifts and
Hospitality

Section 1 – Summary and Recommendations

This report sets out amendments to the constitution.

Recommendations:

That:

- (1) Council agrees to amend the parts of the constitution as attached at Appendix A, B and C.
- (2) the Monitoring Officer be authorised to make these changes to the constitution.

Section 2 – Report

- 2.1 As part of the continuous review of the Constitution, it is considered that improvements can be made.
- 2.2 It is proposed the Cabinet Decisions Protocol be deleted from the Constitution as the information detailed within it is already contained in other parts of the Constitution.
- 2.3 It is also proposed that the Protocol for Members and Officers be replaced with a new version contained at Appendix B. It is considered that the new version is much clearer.
- 2.4 Lastly the Protocol on Gifts and Hospitality required updating in several areas.
- 2.5 The amendments have been considered by members of the Constitution Review Working Group.

Legal Implications

- 3.1 The parts of law relevant to the acceptance of gifts and hospitality is set out in the Bribery Act 2010.

Financial Implications

- 4.1 The amendments to the constitution will be contained within existing budgets.

Risk Management Implications

- 5.1 The drafting amendments will better reflect the legislation.

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below. **n/a**

Risk Description	Mitigations	RAG Status
That the changes do not improve the interpretation of the constitution.	<ul style="list-style-type: none">• The changes are a more literal and clear interpretation of the legislation.	Green

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? No

If no, state why an EqIA was not carried out below:

There are no equalities implications with the suggested proposal.

Council Priorities

The suggested proposal contributes towards all the Council's corporate priorities by clarifying the rules within the constitution.

1. **A council that puts residents first**
2. **A borough that is clean and safe**
3. **A place where those in need are supported**

Section 3 - Statutory Officer Clearance

Statutory Officer: Sharon Daniels

Signed by the Chief Financial Officer

Date: 21 November 2023

Statutory Officer: Jessica Farmer

Signed on by the Monitoring Officer

Date: 21 November 2023

Mandatory Checks

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

Section 4 - Contact Details and Background Papers

Contact: Vishal Seegoolam, Democratic, Electoral & Registration Services Manager, 020 8424 1158

Background Papers: None

If appropriate, does the report include the following considerations?

- | | |
|-----------------|-----|
| 1. Consultation | YES |
| 2. Priorities | YES |

Cabinet Decisions Protocol

Corporate Directors have delegated authority to take and implement decisions required to run their services and to authorise expenditure within approved limits.

This delegation should not be exercised where:

- The issue is not covered by an approved policy
- There are unusual features
- There are political or other significant issues
- Specific terms of the officer delegation require it or
- Members are specifically charged with making the decision (e.g. certain licensing or planning matters).

Where it is not appropriate to exercise officer delegated powers, the matter should be referred to members to determine. For an executive function the decision should go to Cabinet or portfolio holder, for a non-executive function to the appropriate council side body or Council, for example, planning and licensing decisions.

In determining who should determine the matter, early discussion with the portfolio holder, and where appropriate the Leader, is essential. Significant decisions relating to executive functions will normally be considered by the Corporate Leadership Board, where the issue of who should determine the matter will also be considered.

If it is decided that the matter should be determined by Cabinet, consideration should be given the responsibilities of Cabinet in the Constitution at page 3-19 and whether the matter might be a Key Decision.

A Key Decision is an executive decision which:

- (i) is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (ii) is likely to be significant in terms of its effects on communities living or working in an area of two or more wards of the Borough.

A decision is significant for the purposes of (i) above if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question.

The rationale behind having a key decision threshold is to ensure that residents and Overview and Scrutiny are aware in good time of significant matters under consideration, via the published Forward Plan.

~~In determining whether an effect is significant under paragraph (ii) above, the following factors should be taken into account:~~

- ~~• the extent of the impact (i.e. how many wards may be affected?);~~
- ~~• the likely views of those affected (i.e. is the decision likely to result in substantial public interest?);~~
- ~~• whether the decision is likely to be a matter of political controversy; and~~
- ~~• whether the decision may involve a significant social, economic or environmental risk.~~

~~Where there is any doubt, Corporate Directors should err on the side of caution and include the matter in the Key Decision Schedule.~~

~~If a Corporate Director decides to exercise their delegated powers then they are accountable to the Council or Cabinet or the Committee from which those delegated powers derive, and they must comply with the Contract Procedure Rules and Financial Regulations in force at the time.~~

~~Whoever makes a decision must comply with following principles:~~

- ~~• proportionality;~~
- ~~• appropriate consultation;~~
- ~~• consideration of professional advice;~~
- ~~• respect for human rights;~~
- ~~• due regard to the public sector Equality Duty;~~
- ~~• a presumption in favour of openness;~~
- ~~• clarity of aims and desired outcomes;~~
- ~~• a recording of options considered and rejected.~~

Code of Conduct for Officer Member Relations

1. Context

- 1.1 This Code is to guide members and officers of the Council in their relations with one another. It aims to promote the high standards in public office that are required for a modern local government.
- 1.2 The Council has endorsed this Code as setting the standard for the conduct between officers and members.
- 1.3 Members set the core values of the organisation, agree a policy framework, set the corporate goals and promote the Council in all its work. Members are also the key channels of democratic accountability, ensuring that officers uphold the values of the organisation and deliver those policies that have been determined by democratic means. Members are the channel for the voices of residents in their wards.
- 1.4 The officers of the Council will support all members to enable them to perform these roles effectively in the interests of the Council and residents. They will provide support, information and advice to members to help them in these roles in accordance with this Code.
- 1.5 The organisational role of officers has two important dimensions. Some officers have professional skills relevant to a particular organisational task. Others have a primarily managerial responsibility. Many have elements of both in their job.
- 1.6 Professional officers reasonably expect to have the opportunity to give 'honest advice' and to have their professional integrity respected (e.g. not be required to make recommendations they cannot professionally support) and the chance to 'explain' the facts of any particular situation.
- 1.7 In addition, members and officers must understand there is a clear and acceptable division of responsibilities regarding policy and implementation. It is the duty of officers to manage the implementation of policy. This does not necessarily imply no member involvement in implementation issues, however members set the direction of travel and officers are responsible for the implementation of policy.
- 1.8 Where these two spheres of policy and implementation come together and overlap, it is important that there is effective dialogue in a shared space and the opportunity for ideas, support, problem-solving and monitoring of progress. While members and officers may have their own specific roles and responsibilities, there are some grey areas in which both groups have a shared responsibility, e.g., agreeing workable policies and monitoring performance.
- 1.9 If members and officers work in isolation, and there is little or no communication between them, it is easy to see how strategic direction and delivery become disconnected. This would have a detrimental effect on services and make it difficult to provide the community with clear communication about priorities.
- 1.10 Officers serve the whole Council. They work to the instructions of their line manager through to the Head of Paid Service.
- 1.11 In relation to staffing matters members and officers will comply with Human Resource policies and procedures. Employees will not use their relationship with Councillors to advance their personal interests or to influence decisions improperly.

2. **Performance of officers**

- 2.1 Members can constructively challenge and comment on reports or the actions taken by officers, but they should always:
- avoid personal attacks on officers
 - ensure that constructive challenge is presented in a reasonable manner.
- 2.2 Complaints about officers or council services should be made to the relevant Director, Head of Paid Service, Monitoring Officer or Chief Finance Officer as appropriate. Members have a duty to raise any issues that they have reason to think might involve fraud or corruption of any sort.
- 2.3 Members should avoid undermining officers at meetings, or in any public forum. This would be damaging both to effective working relationships and to the public image of the Council. In general officers are unable to 'answer back' or defend themselves against criticism in a public forum.

3. **Political Neutrality of Officers**

- 3.1 Officers and members make distinct contributions to the running of the council. Officers must act with political impartiality, serving the whole council rather than particular groups or councillors.
- 3.2 Officer reports will be factual and may identify options with the merits or otherwise of these. Reports will not deal with any political implications of the matter or any options set out and recommendations will not be made to a political group.
- 3.3 Officers must never allow their own personal or political opinions to interfere with their work or be explicitly displayed in their work.
- 3.4 Senior officers and political assistants are subject to legal rules limiting their political activities outside work.

4. **Meetings between officers and members**

- 4.1 The extent to which it is appropriate for officers to attend meetings with members depends on the nature of the meeting, but the general principles governing the basis on which they attend and take part are the same. In principle, equivalent access to officers' time is available to all political groups represented on the Council if they so request.
- 4.2 Information received by officers at these meetings may be shared with other officers as is necessary but should not be shared with members of another Political Party unless this is agreed and necessary.
- 4.3 Officers may attend for briefing with the Leader, Portfolio Holders and/or Lead Members of all political parties on the Council in their offices.
- 4.4 Any particular case of difficulty or uncertainty in this area of officer advice to party groups should be raised with the Head of Paid Service who will discuss them with the relevant group leader(s).

5. **Political Group Meetings**

- 5.1 Officers, apart from group office staff, should not attend political party group meetings, or party political meetings involving party colleagues who are not members of the Council, without the agreement of the Head of Paid Service or Monitoring Officer. Conversely, the Head of Paid Service may arrange meetings with, or presentations to, party groups on particular topics.
- 5.2 Officers may make presentations to party groups of members of the Council on request. All requests for advice of this kind should be routed through the Head of Paid Service or Monitoring Officer who would be responsible for advising the other groups who could then ask for the same briefing. Officers may attend briefing meetings with councillors prior to a formal meeting.

6. **Personal relationships**

- 6.1 In order for the business of a council to be conducted effectively, it is necessary for there to be a close working relationship between the councillors and the officers of the council
- 6.2 Mutual respect, trust and good communication are key to establishing good councillor and officer relations. Close personal familiarity should be avoided – such relationships should never be allowed to become so close, or appear to be so close, that the officer's ability to deal impartially with other councillors and party groups is brought into question.
- 6.3 Members should declare to their Group Leader and to the Head of Paid Service/ Monitoring Officer any external relationship with an Officer which might be seen as influencing their work as a member. Officers, too, have a duty to declare any such relationship to their Director or Head of Service.
- 6.4 In most cases, members are expected to deal in the first instance with the Directors and Heads of Service. This is because:
 - Senior officers are in a better position to provide authoritative information or advice;
 - They need to be aware of any questions or complaints raised by Councillors;
 - They are able to respond to Councillors requests, for example by making a judgement as to whether action may be taken under officers' delegated authority; and
 - They are able to investigate and deal with any shortcomings there might be at the point of service delivery
- 6.5 Members need to be especially careful about contact with less senior staff and must avoid deliberately or unwittingly intimidating staff. Dealing with more senior staff avoids the possibility of junior staff being 'intimidated' by over-enthusiastic members.
- 6.6 It is especially important that there should be a close working relationship between Portfolio Holders, Chairs, Vice Chairs and senior officers. However, such relationships should never be allowed to become so close, or appear to be so close, as to bring into question the officer's ability to deal impartially with other members and other party groups.

7. Officer appointments

7.1 Appointments at Chief Officer level and DCS, DASS, DPH and political assistants, are made by a member level selection committee or panel. All other appointments are made at officer level. However, the Head of Paid Service may invite relevant members as observers to join the interview panel for political-facing roles such as other Director roles, Head of Service roles and the Mayor's secretary,

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7.17.2 ~~other than employees working in the political group offices, where the Head of Paid Service may invite a relevant member to join the interview panel and to participate in the selection process.~~ New remuneration packages over £100k must be approved by members but this does not mean that they need to be involved in the recruitment. These packages are reported by COEP to Full Council.

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7.27.3 Staffing matters (including discipline, training, setting and monitoring performance) are dealt with by the relevant managers, though the relevant cabinet member may agree the performance targets jointly with the Head of Paid Service in the case of chief officers.

7.37.4 Councillors wishing to comment on an individual officer's performance and/or deficiencies are usually expected to raise the matter with the relevant corporate service director or Head of Paid Service ~~in the first instance.~~

7.47.5 Specific provisions apply in relation to disciplinary action against the Relevant Officers (Head of Paid Service, Monitoring Officer, Chief Finance Officer) (see Officer Employment Procedure Rules in Part 4H of the Constitution).

8. Working with Overview and Scrutiny

- 8.1 Overview and Scrutiny Committees have the power to require members of the cabinet and officers to appear before them and answer questions. Harrow's Constitution states that officer attendance should be by a Chief Officer, but that they may, if appropriate arrange for other staff to attend meetings to assist.
- 8.2 The Head of Paid Service has overall responsibility for ensuring that staffing support is adequate. It is not anticipated that officers will be faced with conflicts of interest in having to serve both Executive and Scrutiny, but should any problems arise, they should be raised with the Head of Paid Service.
- 8.3 Further information about member and officer involvement in Overview and Scrutiny can be found in the Committee Procedure Rules.

J. PROTOCOL ON GIFTS AND HOSPITALITY

1. Introduction

- 1.1 This Protocol is intended to provide guidance on acceptance of gifts and hospitality to all Members of the Council. Examples of such gifts and hospitality may be invitations to awards ceremonies, courses, dinners and lunches.
- 1.2 In this Protocol, "Member" includes the Mayor, all elected Members of the Council and all non-elected members (Co-opted members) of any Committee including the Standards and Overview and Scrutiny Committee (or any Sub-committees).
- 1.3 The Code of Conduct requires that you register in your Register of Interests, any gifts or hospitality with an estimated valued of **at least £100.00** which are received and accepted by you in the conduct of the business of the Council, the business of the office to which you have been elected or appointed or when you are acting as a representative of the Council.
- 1.4 You must register the source and nature of the gift or hospitality received.
- 1.5 This must be registered as soon as possible after acceptance and, in any event, within 28 days of receipt.
- 1.6 An accumulation of small gifts you receive from the same source over a short period that add up to £100 or more must be registered.
- 1.7 You may have to estimate how much a gift or hospitality is worth. Although the registration requirement in the Code is limited to gifts or hospitality worth at least £100.00, you are encouraged to register any significant gift or hospitality you receive below this value.
- 1.8 If in doubt as to the value of a gift or hospitality and/or whether to register it, please consult the Monitoring Officer, but as a general rule; you should register it, as a matter of good practice.
- 1.9 There is no requirement to register gifts or hospitality offered but declined. However, as a matter of good practice, it would be advisable to inform the Monitoring Officer, particularly if they were of value.
- 1.10 The information contained in this Protocol supplements the Council's Code of Conduct for Councillors and sets out the principles which Members should apply whenever they have to decide whether it would be proper to accept any gift or hospitality.

2. General Caution

- 2.1 As a Member you must act in the public interest and must not be swayed in the discharge of your duties by any inducement or reward. Your personal reputation and that of the Council can be seriously jeopardised by the inappropriate

acceptance by you of a gift or hospitality.

- 2.2 You should treat with extreme caution any offer or gift or hospitality that is made to you personally and consider carefully all the circumstances surrounding the offer.
- 2.3 The scale, amount of the offer and the potential frequency and sources are all relevant factors. You should be sensitive to the timing of the offer in relation for example to decisions which the Council may be taking, affecting those making the offer.
- 2.4 You should ask yourself, "**would I have been given this if I was not a member appointed to the Council**". If you are in doubt as to the motive behind a gift or hospitality, you should register it and speak to the Monitoring Officer.
- 2.5 The acceptance of gifts and hospitality is not always unlawful or inappropriate. The decision for you in every case is whether or not it is appropriate to accept any gift or hospitality that might be offered to you, having regard to how it might be perceived by an ordinary member of the public.
- 2.6 There is a delicate balance between acceptance or refusal of hospitality or tokens of goodwill on certain occasions. To refuse may cause misunderstanding or offence. However, to accept may give rise to questions of impropriety or conflict of interest, which are likely to be of more significance to you when making your decision. When returning a gift be careful not to cause any offence or harm future relations.
- 2.7 No hard and fast rules can be laid down to cover every circumstance as to what is appropriate or inappropriate. This guidance is intended to enable you to make your own decision.

3. ~~Personal and Prejudicial Interests~~

- 3.1 Like other interests in your Register of Interests, you automatically have an ~~personal~~ interest in a matter under consideration if it is likely to affect the person/organisation who gave you a gift or hospitality that is registered. In such circumstances you must consider whether the interest would lead to bias or predetermination on your part.
- 3.2 You must **disclose the interest at a meeting** of the Council or one of its bodies at which business is considered to which the interest relates. (i.e. business relating to the interests of the person or body giving the gift or hospitality).
- ~~3.3 You will also then have to decide whether that interest is also a prejudicial interest. In all cases you should ask yourself "**would a member of the public, knowing the facts, reasonably think that I might have been influenced by the gift or hospitality received.**" If the interest is prejudicial, you must declare that you have a prejudicial interest and comply with the rules on prejudicial interest.~~
- 3.34 You must continue to disclose the existence and nature of the gift or hospitality

at relevant Council meetings for ~~one~~3 years from the date you first registered the gift or hospitality. Once ~~one year~~ ~~three years~~ has~~ve~~ passed since you first registered the gift or hospitality, your obligation to disclose that interest to any relevant meeting will cease.

4. Appropriate Gifts and Hospitality – THE DO'S

4.1 It is acceptable to receive gifts and hospitality from family and friends (as birthday or other festive presents) that are not related to your position as a member. You should, however, question any such gifts or hospitality offered from an unusual source.

4.2 You may accept gifts or hospitality provided to you by the Council and accept on the Council's behalf those gifts that are given formally to the Council and which are retained by the Council and not by you personally.

4.3 Other circumstances where you may accept gifts and hospitality and declare them if they are over the value of £100 in the normal course of your duties:

- Civic hospitality provided by another public authority.
- Modest refreshment in connection with any meeting in the course of your work as a Councillor (e.g. tea, coffee and other normal beverages and refreshments).
- Tickets for sporting, cultural and entertainment events which are sponsored or promoted by the Council or bodies to which you have been appointed by the Council.
- Small low value gifts such as pens, mouse pads, calendars, diaries, branded with the name of a company or organisation, flowers or other mementos and tokens. However you should take care not to display branded items when this may be taken as an indication of favour to a particular supplier or contractor.
- Drinks or other modest refreshment in the normal course of socialising arising consequentially from Council business (e.g. inclusion in a round of drinks after a meeting).
- Modest meals provided as a matter of courtesy in the office or meeting place of a person with whom the Council has a business connection.
- Modest souvenirs and gifts from other public bodies intended as personal gifts (e.g. arising from twin-town and other civic events).



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5. Principles to Apply in Relation to Gifts and Hospitality – THE DON'TS

5.1 In deciding whether it is appropriate to accept any gifts or hospitality you must apply the following principles:

- Do not accept a gift or hospitality as an inducement or reward for anything you do as a member of the Council. If you have any suspicion that the motive behind the gift or hospitality is an inducement or reward to you then you should decline it. ('Reward' includes remuneration, reimbursement and fee)
- Do not accept a gift or hospitality of significant value or whose value is excessive in the circumstances.
- Do not accept a gift or hospitality if acceptance might be open to misinterpretation. Such circumstances will include gifts and hospitality:
 - From parties involved with the Council in a competitive tendering or other procurement process.
 - From applicants for planning permission and other applications for licences, consents and approvals in which the Council has an involvement.
 - From applicants for grants, including voluntary bodies and other organisations applying for public funding from the Council.
 - From applicants for benefits, claims and dispensations.
 - From parties in legal proceedings with the Council.
- Do not accept a gift or hospitality if you believe that it will put you under any obligation to the provider as a consequence.
- Do not solicit any gift or hospitality and avoid giving any perception of so doing.
- Cash or monetary gifts should always be refused without exception and their refusal notified to the Monitoring Officer.

6. Gifts Received and Donated to the Mayor's Charities

- 6.1 Sometimes the refusal of a small gift may cause offence or it may be impractical to return them. If the provider is not seeking business with or a decision from the Council, in such circumstances Members should pass them to the Mayor's Secretary for use in relation to the Mayor's Charities e.g. as a prize in a fundraising raffle.
- 6.2 Members who do this should indicate this intention to the provider. If the gift is worth £100.00 or more this will still need to be registered on the Register of Interests and made clear that it has been donated to the Mayor's Charities.

7. ~~Gifts~~ and the to-the Mayor

- 7.1 There are no special legislative rules for those who serve as Mayor. However, there is a Mayor's Handbook of good practice for the Mayor to follow. Under this Handbook, all gifts to the office of Mayor should be recorded, for example, a commemorative goblet which is kept on display in the authority's offices, does not need to be registered in the member's Register of Gifts and Hospitality.

Any gifts to the Mayor as an individual councillor must be recorded on their register of interests.

~~Gifts that are made to the authority, eg a commemorative goblet which is kept on display in the authority's offices, do not need to be registered in the member's Register of Gifts and Hospitality. However, such gifts ought to be recorded by the authority for audit purposes.~~

Hospitality and the Mayor

7.2 If the Mayor attends an event and receives hospitality in the capacity as office holder as Mayor they do not need to record the hospitality on the register.

If the Mayor attends an event and receives hospitality as an individual councillor, they would have to declare the hospitality on their register of interests if it reached the required threshold.

~~Although the Mayor may attend many social functions, they are not exempt from the requirement to register hospitality. Where the gift or hospitality is extended to the office holder for the time being rather than the individual the Standards Board takes the view that there is no requirement under the Code to register the hospitality. The question a member needs to ask is "**would I have received this hospitality even if I were not the Mayor**". If the answer is yes, then the hospitality must be registered.~~

8. Reporting of Inappropriate Gifts and Hospitality offered

8.1 You must immediately report to the Monitoring Officer any circumstances where an inappropriate gift or hospitality has been offered to you. You may thereafter be required to assist the Police in providing evidence.

8.2 It is a criminal offence for you to accept any gift, loan, fee, reward or advantage as an inducement to or reward for doing or forbearing to do anything in respect of any matter or transaction in which the Council is concerned. Corrupt acceptance of a gift or hospitality can lead to a heavy fine or up to seven years' imprisonment.

~~8.3 Acceptance of a gift or hospitality in breach of the Code of Conduct or failure to declare the receipt can lead to disqualification from holding any public office for a period of up to five years.~~

9. Meaning of Gifts and Hospitality

9.1 The terms 'gifts' and 'hospitality' have wide meanings and no conclusive definition is possible. However they may include:

- the free gift of any goods or services;

- the opportunity to acquire any goods or services at a discount or at terms not available to the general public;
- the opportunity to obtain goods or services not available to the general public;
- the offer of food, drink, accommodation or entertainment or the opportunity to attend any cultural or sporting event;
- common gifts include pens, diaries, calendars and other business stationery, articles of clothing, books, flowers and bouquets;
- hospitality from private companies eg. free drinks, tickets to shows or hotel accommodation to persons with whom they do business or hope to in the future.

10. Breaches of this Protocol

- 10.1 Allegations of any failure to meet the guidance must be made in writing to the Monitoring Officer who may refer it to [Governance, Audit, Risk Management and the Standards Committee](#).

COUNCIL
30 NOVEMBER 2023

**GOVERNANCE, AUDIT, RISK MANAGEMENT
AND STANDARDS COMMITTEE**

RECOMMENDATION
(20 SEPTEMBER 2023)

RECOMMENDATION I

**GOVERNANCE, AUDIT, RISK
MANAGEMENT AND STANDARDS
COMMITTEE 2022/23 ANNUAL
REPORT**

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Governance, Audit, Risk Management and Standards Committee

Minutes

20 September 2023

Present:

Chair: Councillor Kanti Rabadia

Councillors: Ghazanfar Ali
Philip Benjamin
Rashmi Kalu
Yogesh Teli
Antonio Weiss

Apologies received: Councillor Kuha Kumaran

Recommended Item

92. GARMS Committee Annual Report 2022/23

The Committee received a report to be presented to Full Council which outlined the Committees achievements throughout the year. Pages 97-101 of the report provided detail of each of the Committees responsibilities and the reports received. The Officer explained that the purpose of the report was to provide Council with assurance that the Committee had complied with its terms of reference.

A Member queried whether some form of wording could be added in to express the fact that the 2021-2022 statement of accounts had not yet been signed off was undesirable to the Committee as both Officers and Members of the Committee had worked hard and pushed to ensure that this was signed off. The Officer stated that a comment could be added to paragraph 25 that

the Committee strenuously pushed the external auditors to ensure that the 2021-22 statement of accounts were signed off.

RESOLVED: That the Committee

- (1) considered the draft report attached at Appendix 1;
- (2) provided any comments/changes required to the report;
- (3) agreed any recommendations the Committee may wish to make as part of the report;
- (4) agreed, subject to the above, for the report to be presented to Council for noting.



Governance, Audit, Risk Management & Standards Committee

2022/23

Annual Report

Chair's Foreword

I am pleased to present the to Full Council the Governance, Audit, Risk Management and Standards Committee Annual Report for 2022/23.

This is an annual report of the Committee presented to the full Council and as such a detailed explanation of the role of the Committee has been omitted but can be found in the Committee's Terms of Reference. The report shows that the GARMS Committee has undertaken its role effectively during 2022/23; covering a wide range of topics and ensuring that appropriate governance and control arrangements are in place to protect the interests of the Council. The Committee considered and reviewed a number of policy areas throughout the past year and this can be seen within the summary of the programme of works below.

The Committee has ensured that best practice has been followed throughout our workings and where issues need to be raised, they have been discussed at length at Committee meetings and the right level of scrutiny and challenge has occurred.

As the Chair of the Committee I would like to express my thanks to the Committee members for their contributions this year in carrying out the vital and important responsibilities the Committee oversees. I would also like to express my appreciation to the Council officers for their robust work throughout the year along with our external auditors.

Cllr. Kanti Rabadia

Chairman - Governance, Audit, Risk Management & Standards Committee

Introduction

1. The purpose of the Governance, Audit, Risk Management and Standards (GARMS) committee is to provide independent assurance to members of the adequacy of the London Borough of Harrow's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place. It also acts as the Standards Committee.

Terms of Reference and Membership

2. The Committee's Terms of Reference requires the Committee:
 - To report to those charged with governance on the committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions.

- To report to full Council on an annual basis on the committee's performance in relation to the terms of reference and the effectiveness of the committee in meeting its purpose.
 - To publish an annual report on the work of the committee.
 - The Terms of Reference were reviewed in August 2022
3. The membership of the Committee for 2022/23 consisted of the following:
 - Councillor Kanti Rabadia (Chair)
 - Councillor Ghazanfar Ali
 - Councillor Philip Benjamin
 - Councillor Kuha Kumaran
 - Councillor Varsha Parmar
 - Councillor Yogesh Teli
 - Councillor Antonio Weiss (Vice-Chair)
 4. The Committees membership rules, compiled during 2022/23, state that:
 - An Elected Mayor, the Leader or members of the Executive are excluded;
 - The Chair of the Committee must not be a Member of the Executive;
 5. The Committee usually meets five times a year (April, July, September, November/December and January) however during 2022/23 the April meeting was cancelled and the July meeting was deferred until August.

The Committee's Programme of Work

6. The Committee has a broad remit that includes:
 - Governance
 - Risk Management
 - Internal Audit
 - Countering Fraud and Corruption
 - External Audit
 - Financial reporting
 - Treasury Management
 - Health & Safety
 - Standards
7. The following sections provide details on each area and the Terms of Reference specifies the Committee's powers and duties within each area of responsibility. This was last reviewed by the Committee in August 2022.

Governance

8. The Committee received a report on the 2021/22 Annual Governance Statement that included an Evidence Table detailing the assurances obtained to support the statement. This included assurances from the Council's Legal and Finance teams,

assurance on arrangements to secure VFM, assurance on how the Council's framework of assurance addresses the risks and priorities of the Council and assurances on arrangements for the Council's significant partnerships.

9. The Head of Internal Audit's opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control and the rationale behind it was reported to the committee at the same meeting as part of the Internal Audit Year-end report and was also included in the Annual Governance Statement. The opinion stated that:

'The adequacy and effectiveness of the organisation's control environment for the 2021/22 financial year has been assessed as "Good with some significant improvements required in a few areas.'

10. The statement itself detailed progress on the significant gaps identified as part of the 2020/21 Annual Governance Statement.
11. The Committee considered one additional governance report during the year covering Complaints.

Risk Management

12. During 2022/23 the committee received three reports on risk management covering Quarters 1, 2 and 3 respectively. These reports enabled the Committee to monitor progress of risk related issues facing the Council.
13. During Quarter 4 the opportunity was taken to review and potentially streamline the format and detail contained in the Corporate Risk Register, which had become unwieldy throughout the year, with the aim of publishing it as a public document in the future.
14. Consideration was also given in Quarter 4 to whether there are risks on the register which could be transferred and/or de-escalated to directorate risk registers for on-going management and monitoring. It is intended that those risks that remain or are captured on the corporate risk register, are the critical but few risks, which are significant, live and active barriers to the achievement of the Council's new vision of Restoring Pride in Harrow and to the new and changing strategic direction it is embarking upon. In this way information overload on risk management can be avoided. Work in this area will continue in 2023/24.

Internal Audit

12. The Internal Audit Charter is presented and approved annually. In 2022/23 the Charter was presented for approval to the August meeting along with the draft Internal Audit Annual Plan for 2022/23.

13. The Committee also received the year-end report covering output and performance of the Internal Audit Service for 2021/22 and a report on the internal audit planning process.
14. During the year the committee considered 1 red internal audit report as well as 1 follow-up of a red assurance report from the 2021/22 internal audit plan. Managers from the relevant services attended the GARMS Committee meetings for these items to answer Members questions and provide assurance on action being taken to address audit recommendations.
15. The draft Annual Governance Statement 2021/22 that included a report on the effectiveness of internal audit was provided to the committee for information in August 2022 (as above).
16. The Head of Internal Audit was provided with free and unfettered access to the GARMS Committee Chair during 2022/23.
17. During 2022/23 there were no new proposals made in relation to the appointment of external providers of internal audit services and no external providers were used during the year.
18. Members raised a number of queries with regard to work on the plan taking into account the Corporate Risk Register, risk assessment of reviews on the plan, carry forward of reviews, and the Annual Governance Statement.

Countering Fraud and Corruption

19. During 2022/23 the Committee received reports on the corporate anti-fraud plan for approval and the year-end report covering the output and performance of the Corporate Anti-Fraud Team for 2021/22.
20. During the year Members raised several queries including the following:-
 - having a performance indicator for the Corporate Anti-Fraud and Corruption Strategy,
 - the overall recoverable fraud losses attributable to business rates/council tax,
 - the number of fraud referrals,
 - the tenancy recovery value and the authorities' fraud loss formula how the amount of resource available to the team relates to the collection rate.

External Audit

21. The external auditors (Mazars) presented reports on the 2020/21 Statement of Accounts and the Harrow Pension Fund in August 2022 along with a report on the 2021/22 External Audit Plans (Audit Strategy Memorandums).
22. The external auditor's assessment of their independence was included in Mazar's Audit Strategy Memorandum 2019/20 presented to the committee in January 2020.
23. Throughout the year the committee received updates from Mazars about the progress of the 2021/22 audit. The timeline for approving the accounts was affected by delays resulting from the requirement for further evidence to support the valuation of property, plant and equipment and investment property. It was reported there was a national issue in relation to accounting for infrastructure assets which impacted every local authority with material infrastructure balances.
24. The committee were advised that a new national issue arose in relation to the Council's reporting of its assets and liabilities associated to its membership of the Harrow Pension Fund and this will further impact upon the timing of the completion of the audit.
25. Members queried the delays being experienced in completing the audit of the accounts; VFM; valuations of properties; and whether any penalties would be incurred for missing the statutory deadlines.
26. At each meeting attended by Mazars during the year Members of the committee voiced their concerns about the delays in finalising the 2021/22 accounts.

Financial Reporting

27. In addition to the queries noted in paragraphs 23 and 24 above Members questioned the valuation of pension fund investments, migration from SAP to D365 and the materiality figure used when auditing the statement of accounts.

Treasury Management

28. The committee considered two reports on Treasury Management during the year, the 2022/23 outturn report in September and the 2022/23 mid-year report in January 2023.
29. Members asked a number of questions in relation to the various tables set out in the appendices to the reports. They enquired about the increase in investments, borrowing arrangements including fixed rates, the borrowing authorised limit and the repayment of borrowing.

Health & Safety

30. During the year the committee received the Annual Health & Safety report summarising the Council's health and safety performance for 2021/22 and providing an update of activities together with statistics on training, audits and accidents, including schools.
31. Members raised queries about engagement between Occupational Health and Health & Safety on aspects that affect life/work balance, Local Authority corporate responsibility, asbestos surveys, and staff access to the corporate system.

Complaints

32. As mentioned in paragraph 11 under governance a report covering complaints was presented in January 2023. This was the first report to the Committee pulling together themes surrounding complaints.

Conclusion

33. The Committee has successfully fulfilled its purpose/roles and responsibilities as outlined in its Terms of Reference.

GOVERNANCE, AUDIT, RISK MANAGEMENT AND STANDARDS COMMITTEE

TERMS OF REFERENCE

1. Statement of purpose

- 1.1 The Governance, Audit, Risk Management and Standards Committee is a key component of Harrow Council's corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.
- 1.2 The purpose of the committee is to provide independent assurance to the members of the adequacy of Harrow Council's governance, risk management and control frameworks and to oversee the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place. It also acts as the Standards Committee.
- 1.3 The Governance, Audit, Risk Management and Standards Committee has the following powers and duties:

2. Governance

- 2.1 To review the council's corporate governance arrangements against the good governance framework, including the ethical framework and consider the local code of governance.
- 2.2 To review the Annual Governance Statement (AGS) prior to approval and consider whether it properly reflects the risk environment and supporting assurances and legal and financial advice, taking into account internal audit's opinion on the overall adequacy and effectiveness of the council's framework of governance, risk management and control.
- 2.3 To monitor the progress of agreed actions to close significant governance gaps.
- 2.4 To consider the council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
- 2.5 To consider the council's framework of assurance and ensure that it adequately addresses the risks and priorities of the council.
- 2.6 To review the governance and assurance arrangements for significant partnerships.

3. Risk Management

- 3.1 To review the Council's risk management strategy.
- 3.2 To monitor the effective development and operation of risk management in the council via the review of the Council's Corporate Risk Register on a regular basis.
- 3.3 To monitor progress in addressing risk-related issues reported to the committee.

4. Countering Fraud and Corruption

- 4.1 To review the assessment of fraud risks and potential harm to the council from fraud and corruption.
- 4.2 To monitor the counter-fraud strategy, actions and resources and the Council's approach to tackling fraud and corruption and promote an anti-fraud culture.
- 4.3 To review and approve the annual Corporate Anti-Fraud Team Plan.
- 4.4 To consider reports from the Head of Internal Audit/ Corporate Anti-Fraud Manager on the Corporate Anti-Fraud Team's performance at mid-year and at year-end.

5. Internal audit

- 5.1 To approve the internal audit charter and support the independence of Internal Audit.
- 5.2 To review proposals made in relation to the appointment of external providers of internal audit services and to make recommendations.
- 5.3 To approve the risk-based internal audit plan, including internal audit's resource requirements, the approach to using other sources of assurance and any work required to place reliance upon those other sources.
- 5.4 To approve significant interim changes to the risk-based internal audit plan and resource requirements.
- 5.5 To make appropriate enquiries of both management and the Head of Internal Audit to determine if there are any inappropriate scope or resource limitations.
- 5.6 To consider any impairments to independence or objectivity arising from additional roles or responsibilities outside of internal auditing of the Head of Internal Audit.
- 5.7 To approve and periodically review safeguards to limit such impairments.

- 5.8 To consider reports from the Head of Internal Audit on internal audit's performance at mid-year and year-end, including the performance of external providers of internal audit services.¹
- 5.9 To consider Red and Red/Amber assurance reports and summaries of specific internal audit reports as requested.
- 5.10 To contribute to the Quality Assurance Improvement Programme and in particular, to the external quality assessment of internal audit that takes place at least once every five years.
- 5.11 To consider the report on the effectiveness of internal audit contained within the AGS.
- 5.12 To provide free and unfettered access to the GARMS Committee Chair for the Head of Internal Audit, including the opportunity for a private meeting with the committee.

6. External audit

- 6.1 To support the independence of external audit through consideration of the external auditor's annual assessment of its independence and review of any issues raised by Public Sector Audit Appointments (PSAA).
- 6.2 To consider the external auditor's annual letter, relevant reports and the report to those charged with governance.
- 6.3 To consider specific reports as agreed with the external auditor.
- 6.4 To comment on the scope and depth of external audit work and to ensure it gives value for money.
- 6.5 To advise and recommend on the effectiveness of relationships between external and internal audit and other inspection agencies or relevant bodies.
- 6.6 To scrutinise/comment on the External Audit plan and fees.
- 6.7 To monitor progress against the External Audit plan and receive summaries of audit work completed and key recommendations.

¹ These will include:

- a) updates on the work of internal audit including key findings, issues of concern and action in hand as a result of internal audit work
- b) annual report on the results of the internal audit Quality Assurance Improvement Programme (QAIP)
- c) statement of the level of conformance with the Public Sector Internal Audit Standards (PSIAS) and reports on instances where the internal audit function does not conform to the PSIAS, considering whether the non-conformance is significant enough that it must be included in the AGS.
- d) The opinion on the overall adequacy and effectiveness of the council's framework of governance, risk management and control together with the summary of the work supporting the opinion – these will assist the committee in reviewing the AGS.
- e) the level of management response to internal audit recommendations and progress on implementation of recommendations and to recommend action where internal audit recommendations are not being implemented.
- f) the action taken where the Head of Internal Audit has concluded that management has accepted a level of risk that may be unacceptable to the authority or there are concerns about progress with the implementation of agreed actions.

6.8 To review the management response to external audit recommendations and progress on implementation of recommendations.

6.9 To recommend action where external audit recommendations are not being implemented.

7. Financial reporting

7.1 To review the annual statement of accounts prior to approval and satisfy themselves that appropriate steps have been taken to meet statutory and recommended professional practices. Specifically to:

- review the narrative report to ensure consistency with the statements and the financial challenges and risks facing the authority in the future
- review whether the narrative report is readable and understandable by a lay person
- review the key messages from each of the financial statements and evaluating what that means for the authority in future years
- monitor trends and review for consistency with what is known about financial performance over the course of the year
- review the suitability of accounting policies and treatments
- seek explanations for changes in accounting policies and treatments
- review major judgemental areas, eg provisions or reserves
- seek assurances that preparations are in place to facilitate the external audit.

7.2 To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.

8. Treasury Management

8.1 To review the Treasury Management strategy and monitor progress on treasury management in accordance with CIPFA codes of practice.

9. Health & Safety

9.1 To review the Council's Health and Safety arrangements and oversee progress on Health and Safety.

10. Accountability arrangements

10.1 To report to those charged with governance on the committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions.

10.2 To report to full council on an annual basis on the committee's performance in relation to the terms of reference and the effectiveness of the committee in meeting its purpose.

10.3 To publish an annual report on the work of the committee.

11. Standards

- 11.1 Promoting and maintaining high standards of conduct by Councillors, co-opted members and “church” and parent governor representatives.
- 11.2 Assisting Councillors, co-opted members and “church” and parent governor representatives to observe the Members’ Code of Conduct.
- 11.3 Advising the Council on the adoption or revision of the Members’ Code of Conduct.
- 11.4 Monitoring the operation of the Members’ Code of Conduct.
- 11.5 Developing and recommending local protocols to the Council to supplement the Members’ Code of Conduct.
- 11.6 Enforcing local protocols and applying sanctions in respect of breaches as appropriate.
- 11.7 Advising, training or arranging to train Councillors, co-opted members and “church” and parent governor representatives on matters relating to the Members’ Code of Conduct.
- 11.8 Granting dispensations to Councillors, co-opted members and “church” and parent governor representatives from requirements relating to interests set out in the Members’ Code of Conduct.
- 11.9 To keep under review and amend, as appropriate, the Protocol on Councillor/Officer Relations.
- 11.10 To keep under review the Officer Code of Conduct and, after consultation with unions representing staff, make recommendations to Council for amendment or addition.
- 11.12 To receive reports and keep a general overview of probity matters arising from ombudsman investigations, Monitoring Officer reports, reports of the Chief Financial Officer and Audit Commission.
- 11.13 To have oversight of the Council’s Whistleblowing Policy.
- 11.14 To agree the policy for decisions on payments to those adversely affected by Council maladministration (under section 92 Local Government Act 2000).
- 11.15 To establish sub-committees and working groups to deal with complaints that a member or a co-opted member has failed to comply with the Council’s Code of Conduct.
- 11.16 To consider any application received from any officer of the Authority for exemption from political restriction under Sections 1 and 2 of the Local Government and Housing Act 1989 in respect of the post held by that officer and may direct the Authority that the post shall not be considered to be a politically restricted post and that the post be removed from the list maintained by the Authority under Section 2(2) of that Act.

11.17 Upon the application of any person or otherwise, consider whether a post should be included in the list maintained by the Authority under Section 2(2) of the 1989 Act, and may direct the Authority to include a post in that list.

11.18 On referral from the Monitoring Officer, to decide whether to take action against a member for breach of the Code of Conduct and if so, to decide what action should be taken.

12. Membership rules:

12.1 An Elected Mayor, the Leader or a member of the Executive may not be Members;

12.2 The Chair of the Committee must not be a Member of the Executive;

12.3 The appointment of co-opted/independent members can be considered;

12.4 The Independent Persons are not members of GARMS and shall be invited to meetings only if there is a Standards item on the agenda.

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COUNCIL
30 NOVEMBER 2023

CABINET
RECOMMENDATION
(16 NOVEMBER 2023)

RECOMMENDATION I

ANNUAL YOUTH JUSTICE PLAN

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Cabinet

Minutes

16 November 2023

Record of decisions taken at the meeting held on Thursday 16 November 2023.

Present:

Chair: Councillor Paul Osborn

Councillors: David Ashton
Marilyn Ashton
Stephen Greek
Hitesh Karia
Jean Lammiman
Mina Parmar
Norman Stevenson

**Non-Executive
Cabinet Member:** Thaya Idaikkadar
Kanti Rabadia

**Non-Executive
Voluntary Sector
Representatives:** John Higgins
Harrow Youth Parliament
Representative

**In attendance
(Councillors):** Graham Henson For Minute 221
David Perry For Minute 215 - 226
Samir Sumaria For Minute 221

**Apologies
received:** Councillor Pritesh Patel

Recommended Item

221. Annual Youth Justice Plan

Resolved to RECOMMEND: (to Council)

That the Youth Justice Plan 2023-24 be approved.

Reason for Decision: The establishment of a Youth Justice Service was a statutory requirement (under the Crime and Disorder Act 1998). There were certain partners who must form part of the Multi-Disciplinary Team including Police, Probation, Education, Health and Social Work and others may form part of the team and partnership governing Board (in Harrow this is the Youth Justice Partnership [Management Board] which also reports to the Safer Harrow (Community Safety Partnership)). Under the Crime and Disorder Act 1998 the authority was also required to produce (and implement) a Plan (Youth Justice Plan), and this Plan must be approved by Council.

[Call-in did not apply to the decision above as it was reserved to full Council.]

Harrow Youth Justice Plan

2022-24 [Updated May-June 2023]



Youth justice plan structure

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1. Introduction, vision and strategy

- Harrow endorse the vision of the Youth Justice Board. As such what follows aligns closely with the YJB's own vision statement for 2021-4.
- Harrow's Youth Justice Partnership's vision is for a youth justice system that treats children as children. This vision lies at the heart of who we are and what we stand for as a partnership.
- As adults, we have a moral responsibility to protect children in our society from all harms that might hinder their growth and their ability to realise their potential. If we fail in this responsibility, children will almost inevitably fail to thrive.
- In some cases, they may be drawn towards, coerced, or exploited towards negative influences and behaviours to feel self-worth and value. In such circumstances, contact with the youth justice system, the subsequent impact upon their sense of self, and the stigmatisation that follows will all hinder their ability to constructively move forwards.
- Harrow Youth Justice Partnership want to break this cycle. We want to make sure that wherever possible, children are prevented from having contact with the youth justice system.
- In cases where contact is unavoidable, any interventions that are deployed create constructive opportunities for children to realise their potential. This will benefit both the child as an individual, and society.
- Evidence tells us that this works in preventing offending and reoffending¹. This is our core principle and what we regard as a Child First approach.
- The Harrow Youth Justice Partnership aims to ensure that the whole of the local youth justice sector can respond to children's differing levels of vulnerability and need to ensure less contact occurs with the system.
- Our vision calls for a systemic response to meet this challenge, where the all organisations contributing to the Harrow Youth Justice Partnership operate according to the following Child First approach as follows:
 1. Prioritise the best interests of children, recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
 2. Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
 3. Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers (including "corporate parents") and carried out with respect, kindness, empathy, to help keep children safe, informed and provided with positive opportunities.
 4. Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.

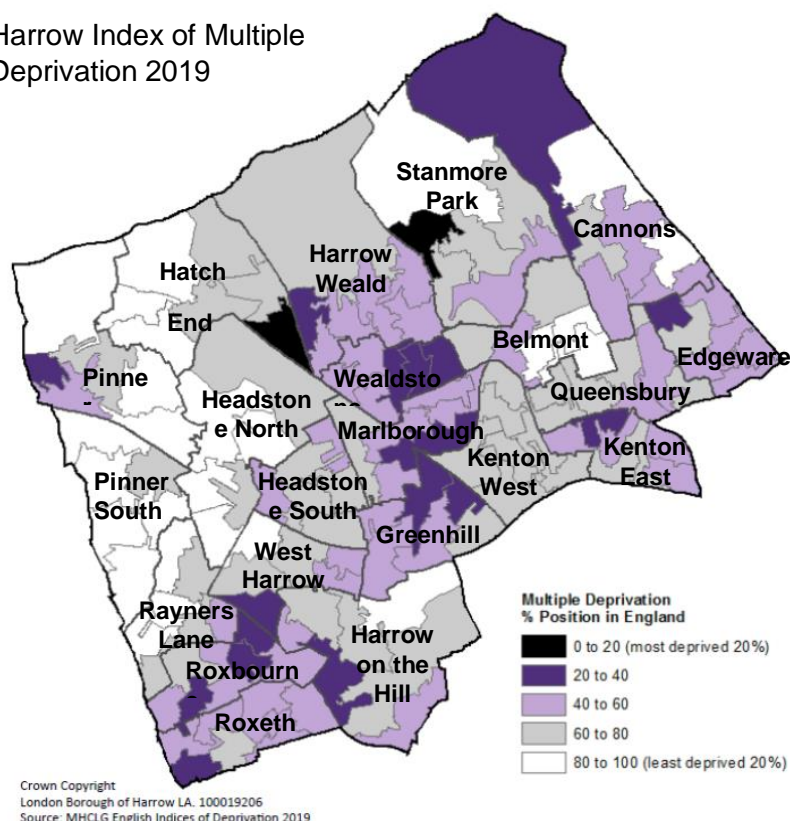
¹ For example, in relation to resettlement from custody, see <http://www.beyondyouthcustody.net/>

2. Local context

1. Borough profiles (including proportionality) (Data from June 2022)

- i. Approximately 59,375 CYP under 18 (24% of population)
- ii. Approximately 6,500 in "deprived" households (IDACI*), focused on Wealdstone, Marlborough, Roxbourne. ***The Income Deprivation Affecting Children Index**
- iii. 12% Primary Free School Meals (FSM), 16% Secondaries FSM
- iv. 84% of all children are from minority ethnic groups: Indian (25%), White British (16%), Other Asian (16%). 90% of school population other than White British
- v. EAL: 64% Primaries, 60% Secondaries
- vi. SEN: 4829 pupils (Jan 2020); including 1202 EHCPs

Harrow Index of Multiple Deprivation 2019



2. Children's Services Profiles

- i. Referrals: 470/10,000; 5% with NFA; 446 go to assessment; 93% complete in 45 days
- ii. 547 Child Protection enquiries, rising (257/10,000)
- iii. 91% of Initial Child Protection (CP) Conference go to a CP Plan (CPP). Almost none on a plan after 24 months
- iv. CPP Numbers: increasing as complexity of cases increases. More Violence Vulnerability Exploitation (VVE) involving Child Criminal Exploitation (CCE) and Child Sexual Exploitation (CSE).
- v. Looked After Children (LAC) decreases have enabled investment in VVE and adolescent safeguarding
- vi. Disproportionality noticed and being addressed in series of plans

3. Child First

See children as children: Prioritise the best interests of children, recognising their particular needs, capacities, rights, and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.

- Harrow have ensured staff are developed in a psychologically informed approach. This has included training in Forensic Case Formulation, Trauma Informed Approaches, Adverse Childhood experiences, identifying strengths by adopting a Strengths Based approach. We are maintaining development of staff, management and leadership. Children receive high quality assessments within the service which consider their needs and their contexts. We work very closely with social work teams to ensure a holistic assessment of the entire family. Screening takes place of all children for emotional and wellbeing issues and staff are trained in identifying needs for Early Support. The Youth Justice Service (YJS) is a part of the Children's Early Help Service so integrated with the universal and targeted Youth Offer.
- Workers are skilled and knowledgeable about child development and developmental milestones and all will seek suitable referral and signposting as required whether about learning style of family need. Where capacity impairments are identified, suitable support will be sought to support these children. As a service we have promoted the idea of a Child First approach. There were challenges from some partner agencies in implementing the Turning Point delayed prosecution model as others did not appear to be Child First oriented. YJS staff were keen to support partners learning in this area which I see as a testament to the approach being embedded in the YJS staff ethos.

Develop pro-social identity for positive child outcomes: Promote children's individual strengths and capacities as a means of developing their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.

- Being integrated within the Early Help Service area, the YJS benefits from seamless pathways into Youth Offer provision including positive individual (such as gym work) and group activities (such as youth club, music production, sports) and targeted support such as mental toughness and resilience training programmes and leadership programmes. Early Help staff are trained and supported by the systems in use to identify strengths and work with young people on goals they identify for themselves. We find that consistently, using our impact measures that there is a positive movement in all the young people we work with.
- Children who have additional vulnerabilities, say for example NEET, receive tailored support from our education worker and linked careers guidance service offer. They will also receive swift support from substance harm minimisation services, counselling and access to offers within the voluntary sector (such as the premier league sponsored Chances Programme) which directly offers to work with young people at risk of offending and reoffending.

Collaboration with children: Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers

- From support following arrest, through the processes of support at Court, assessment, intervention and review all our work seeks to actively engage the children and families we work with. With input from some of our children, we have developed child friendly version of our intervention plan which families say is much easier to input to and refer to. We use child and family questionnaires to gauge how much involved they felt during the intervention. We developed mobile telephone links to our simple on line surveys.
- Throughout the process of assessment practice evaluations regularly find high levels of high quality involvements with children. For example understanding the trauma of a UASC's journey to Harrow. This extends into interventions where workers go the extra mile to ensure children are engaged, for example during lockdown even mirroring children on video calls to bake cakes together. Through this high quality relationship based work the team enable trusting relationships to be formed and this leads to high quality assessments and intervention plans.
- Practice evaluation and systemic review has identified that as a service we need to extend this collaborative approach into the review process more consistently and this is an action on our improvement planning. Nevertheless, overall we provide a highly tailored and high quality participative service to the children and young people we work with.

Promote diversion: Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.

- In addition to our Youth Justice, Liaison and Diversion worker who is embedded within the team (although has recently moved to another role so we are recruiting again) we also benefit from having an integrated Youth Justice and Youth Offer management structure and delivery service. Children, within the service automatically benefit from an introduction to our Youth Offer and certainly at the formal end of an intervention are usually signposted over to the universal or targeted Youth Support Offer.
- Harrow took part in the deferred prosecution Pilot known as Turning Point which enabled children who did not want to admit guilt to still be eligible for non-prosecution route. Preliminary findings from the research team which includes oversight from the University of Cambridge have showed significant decreases in rearrest and charging rates. The success is also having a positive impact on over-represented cohorts of children (particularly young Black adolescent males). Language issues aside these results show immensely positive outcomes for young people made possible by the courageous leadership within the partnership.
- Harrow have employed a specialist Intensive Youth Support Officer
- Harrow are in the process of recruiting to Project Engage (Youth Work within Custody) and the Turnaround Programme (ongoing Youth Work to Young People at risk of involvement with the Criminal Justice System).
- We have also taken steps to ensure all street issued RJ are also referred to us by police so that additional early support can be offered to these children and their families.

4. Voice of the child

- The Youth Justice Service in Harrow work in close partnership to gather the views of children and their families. Throughout the process of assessment and intervention planning, the views of children we are working with is central to the work. Staff are skilled in developing rapport with children and maintaining a reliable trusting professional relationship with the children and families they work with. They gather the views of family members using the self-questionnaires within the asset and as part of building family friendly intervention plans and via inclusion in reviews. The family Friendly "My Plan" was developed by practitioners in consultation with their children.
- In 2021, we also launched our first mobile phone based survey using the government "Notify" service which enabled us to send a link direct to young people's (and carers) mobile phones for them to give more detailed views about the quality of service they had received, how they had received it and what we could build on and do better as a service. The result of this were around a 14% return and showed us that some of the delivery methods we had developed throughout lockdown (such as communicating about appointments by text message) were valued highly and so we can continue this, whereas for most young people they found virtual meetings difficult so we have taken a default position of ensuring meetings are always in person unless there are specific reasons to make them virtual. We also learnt that our capacity for delivering on line meetings with parents and professionals (especially distant) has been significantly developed over the last 2 years and it is now very easy for us to arrange virtual meetings at short notice.
- As a final result of our first survey we have now implemented a much briefer online survey which is issued to mobile phone numbers of young people at the end of their intervention. We began this at the beginning of 2022 (financial year). Results were lower than hoped so we have amended the methodology to combine with the very highly completed self assessment questionnaires completed as part of the asset plus process.
- Our performance management information is being developed to include a thematic analysis of issues arising from children in their daily interactions with practitioners.
- We have also proposed a new sub group to our main partnership board specifically to look at developing more participation by young people in strategic developments. We are considering establishing options for more engagement with the Board including a Young People's Board and / or a young people's representative (most likely from our well established Harrow Youth Parliament [HYP]). HYP also are facilitated within the same directorate as the Youth Justice Service and they have direct access to the Head of Service / Assistant Director who regularly attends and briefs them on YJ matters and issues.

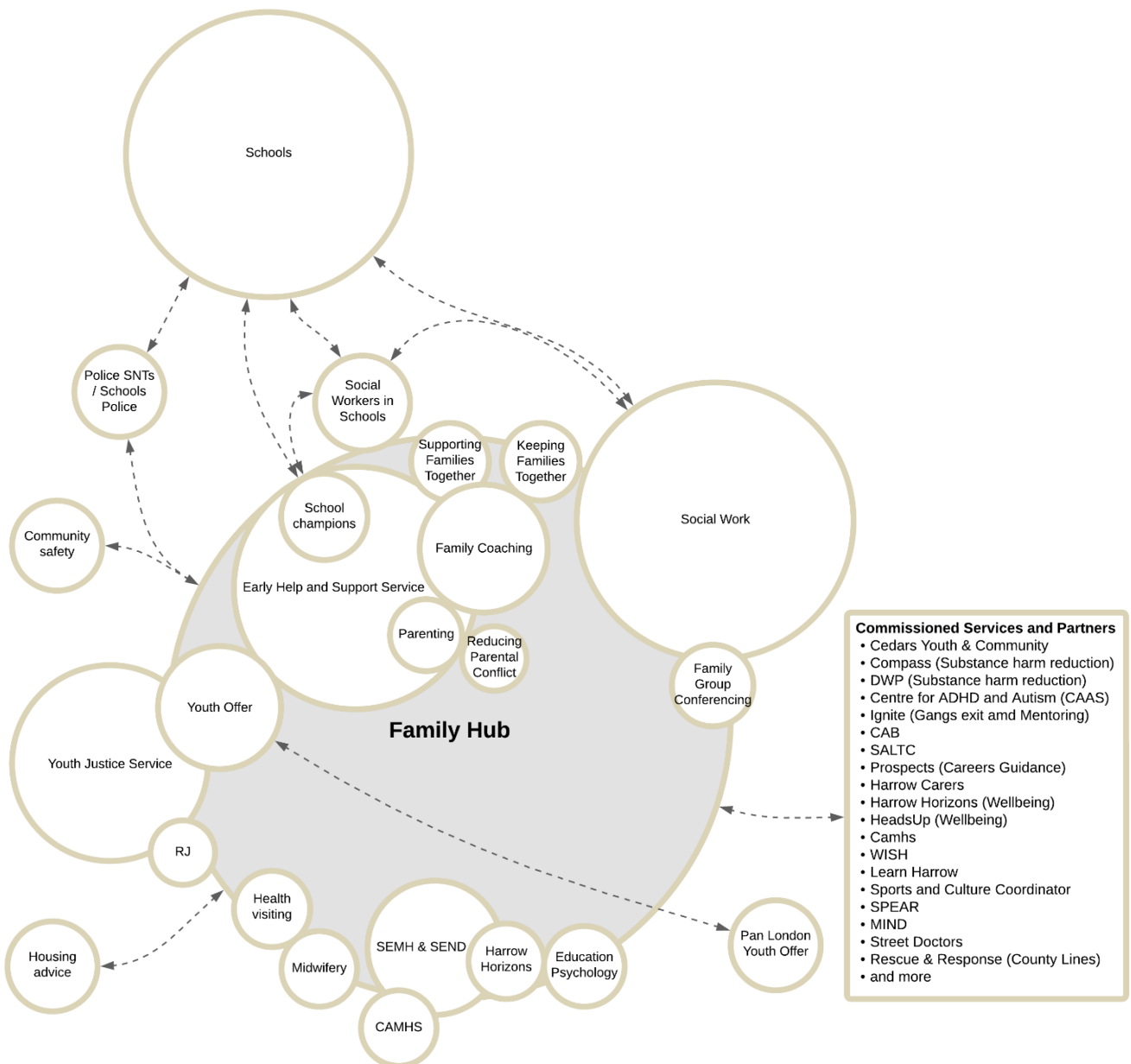
5. Governance, leadership and partnership arrangements

- Appendix 1a and b shows the structure charts of
 - a) The YJ Team and YJ Team Data Table
 - b) The relation of the YJ Service to the Directorate, the Council and Wider Partnership Boards (including Community Safety Partnership and Children’s Safeguarding Boards)
- Appendix 1c shows the membership of the Local Youth Justice Partnership Management Board
- The Harrow Youth Justice Partnership Board meets quarterly and is chaired by the Director of Children’s Services (DCS) in the Harrow People Directorate.
- The Board carry out effective scrutiny of practice and effectiveness and take an active role in the process of continual assessment for improvement strategically. Performance Data is considered at each meeting and any risks and issues receive suitable scrutiny, unblocking and direction.
- All required statutory and an excellent range of non-statutory agencies are represented enabling outstanding partnership and networking opportunities
- Board members and YJ Team members take advantage of observing each other’s work and shadowing opportunities
- Widespread political support championed by portfolio holder for Children – who presents the annual plan to Scrutiny and Cabinet committee
- Reports up to the Harrow Community Safety Partnership – “Safer Harrow” which is chaired by portfolio holder for public safety. Strategic intentions are aligned as described on the following graphical representation of the Harrow YJ Service “Plan on a page”



- In the Spring and Summer of 2021 following the revised guidance from YJB issued in April 2021 about the role of Partnership Management Boards the Management Board undertook a deep review of its Terms of reference, membership and resources. As this work was completing, we were also notified of an HMIP inspection. The results therefore of our own scrutiny have been incorporated within our improvement plan.
- As well as all statutory partners within the team (see Appendix 2b) there are a suitable range of partnership arrangements with external partner providers. These include but are not limited to: Health Services, substance harm minimisation and cessation services, mental health and emotional wellbeing support services, youth advisory and careers guidance services, mindfulness resources, parenting groups and of course social care.
- With the Assistant Director responsible for Youth Justice Service being a part of the Children’s Directorate Senior Leadership Team and also responsible for the Early Help service, the development of Family Hubs which is being implemented in Harrow integrates fully with the Youth Justice Service. All of the services shown below already exist and pathways between them. The development of a “Hub” approach will bring in enhanced integration and provision pathways.

Harrow Family Hub - Universe Model [in development]



- Commissioned Services and Partners**
- Cedars Youth & Community
 - Compass (Substance harm reduction)
 - DWP (Substance harm reduction)
 - Centre for ADHD and Autism (CAAS)
 - Ignite (Gangs exit and Mentoring)
 - CAB
 - SALT
 - Prospects (Careers Guidance)
 - Harrow Carers
 - Harrow Horizons (Wellbeing)
 - HeadsUp (Wellbeing)
 - Camhs
 - WISH
 - Learn Harrow
 - Sports and Culture Coordinator
 - SPEAR
 - MIND
 - Street Doctors
 - Rescue & Response (County Lines)
 - and more

6. Board Development

- I would refer you to paragraphs above under heading 15.1 regarding **Improvements to the Board** at page 32

7. Progress on previous plan

The plan we submitted for 2022-24 included 6 key strands:

- a) Service developments
- b) Benefits definitions
- c) Workforce development
- d) Partnership improvements
- e) Organisational supports/improvements
- f) YJB influence and support

Over the last 12 months we have:

- a)
 - Improved the integration of the YJ Service into the wider work of Early Support
 - Undertaken surveys of views with our children
 - Fully implemented our family friendly version of the intervention plan
 - Continued to work closely with partners within the council and related partner organisations including with Social Work, Police and community safety team (which includes the serious violence prevention coordinator)
- b) and c)
 - Further defined a set of quality interventions to work with any young person. We are still developing this "library"
 - Continued to offer bespoke and standard training and development opportunities to staff so they can gain subject specific knowledge and develop generic skills and experience in providing beneficial work with young people. This has included increased awareness about on-line safety and grooming and we are looking to build on our Case Formulation Training by offering support for motivational interviewing in greater depth and for Formulating intervention plans and within review processes.
 - Across the council there has been a commissioning of training for coaching and in recent months a number of coaches are now available to all members of staff and staff can request these sessions. We are hoping to see take up of this offer within the staff team over the next 12 months.
- d)
 - The strong partnerships have been maintained and many service providers already commissioned by YJS or working by cooperative agreement with us have been extended. This includes, MIND who run mindfulness sessions for our YP, Cedars Youth and Community Centre who offer a

Premier league funded programme called "Chances" to young people at risk of offending or reoffending, Street Doctors who provide sessions for young people around life-saving emergency first aid techniques based on peer associations. We have developed new partnerships with SPEAR who deliver employability improvements to young people through providing opportunities for acquiring foundational skills and facilitating work placements and apprenticeship opportunities. The directorate was successful in implementing a Social Work in School programme which links up with Early Support Champions in schools and other school based supports thus providing a more preventative and proactive approach for resolving predisposing and precipitating factors earlier.

- Several new partnerships were created with organisations and bodies offering opportunities and volunteers for working on our reparations projects. These include an urban farm providing experiences for people with special educational needs, community art installation projects. Local radio opportunities and working with elected officials to explain the life experiences of being stopped, searched and arrested. This restorative approach to reparation works has made a big impact on many of the young people and community members and representatives who have taken part. Some of the plans for developing further projects are still being progressed.

e)

- Organisationally, a review has been undertaken of the effectiveness of the Board's representation and engagement. As a result there has been a refresh of the Terms of reference and membership to ensure consistent representation at a suitable level.
- We have initiated 3 sub groups
 - Disproportionality
 - Early Intervention and Prevention
 - Representation (voice of the child)
- We have also agreed to carry out a Self Evaluation against National Standards in the year 2023-24

8. Resources and services

The table below shows the income and expenditure of the Harrow YJS for 2022-23

INCOME	Youth Justice Board	Local Authority	Police	Probation	Health	Total
Cash	£257,636	£801,387		£5,000		£1,064,023
In-kind			£100,134	£31,709	£33,272	£165,115
Total income	£257,636	£801,387	£100,134	£36,709	£33,272	£1,229,138

EXPENDITURE	Youth Justice Board	Local Authority	Police	Probation	Health	Total
Salaries	£219,394	£686,692	£100,134	£31,709	£33,272	£1,071,201
Activity costs	£6,031	£13,877		£5,000		£24,908
Accommodation	£0	£0				£0
Overheads	£32,211	£100,818				£133,029
Equipment	£0	£0				£0
Total expenditure	£257,636	£801,387	£100,134	£36,709	£33,272	£1,229,138

We use our grant, partner contributions and available resources to deliver the services described above including:

- A core offer to young people within the criminal justice system in terms of support at Court, a holistic and strengths based high quality assessment to produce reports to help Court's determine most suitable sentences
- An effective intervention service involving young people and their families from the start and throughout to create meaningful intervention plans and support their personal development and progress against the agreed targets within the plan.
- An holistic offer of tailored support to address predisposing, precipitating, perpetuating and protective factors with regards to offending and re-offending behaviours. The offer extends to a psychologically informed understanding which is shared with the young person. This will lead to plans for tailored packages of support and referrals to suitable agencies with which we have agreements and commissioning arrangements with (and are quality assured as a result).
- Within house we have range to a high degree of multi-professional inputs including, education specialists, mental health specialists, substance misuse specialists. And we have access to a vast range of support services within the council and across the wider partnership as has been described and displayed diagrammatically above with reference to the Family Hub universe.

We believe this high quality relation based approach which builds trusting professional relationships and attempts to understand and share this insight with the young person, their family and the network of professionals they work with leads to good results for the young person and local community. Our data shows that overall the numbers of children coming into contact with the Youth Justice service is decreasing as is our rate of reoffending (young people committing reoffences – though number of reoffences per young person less so) and children within custody. Remand bed days however, have seen a significant increase in Harrow mainly due to a small number of highly complex and serious incident trials being delayed over the period of the pandemic. In a minority of cases, young people were remanded for almost 6 months (including for murder, attempted murder and assault with intent to cause serious harm). The direction of travel has been consistent in Harrow for the last 5 years that the children we are working with though they are fewer in number overall are coming to notice for more serious crimes and with more complex backgrounds requiring more intensive support to bring about a positive impact on desistance. The majority of our cases are also open to Social Work teams as well.

Although overall numbers are down there is still a high proportion of children who are subject to Out of Court Disposals. As a result we have invested in ensuring all practitioners can work with this cohort. This has resulted in decision to carry out full AssetPlus assessments with this cohort BEFORE OOC decision panels. This has led to improved services and decision making for this group of children and if they subsequently require additional interventions there is an even more sound foundation for assessment.

We have also created an Intensive Youth Support Officer [IYSO][within the YJ Service. Though primarily a youth work role, this officer is skilled and trained to work with YJS clients and is a fully embedded member of the team. This post enables early intervention and diversion opportunities for children who have been arrested and released under investigation of bailed to return but without any involvement with the YJS. Now all street RJ or Community Resolutions are shared with the YJ team via the embedded police officers and we offer support in all cases to relevant young people. Having already been in discussion with local Custody Command units locally to embed our IYSO within custody suited to reach people while they are within that “teachable moment” of being under arrest and a captive audience within a custody suite we are now taking advantage of the resources available under Project Engage to provide this in a structured way alongside our BCU neighbours. We are looking to improve our offer within 2022/23 by ensuring this role becomes embedded and continuing to provide high quality and quality assured services which meet the individual needs of the children we work with.

As last year, the YJS do not have the same level of access as they had pre-pandemic to secure interview rooms with adjacent office space. This has remained a concern for staff, However, Harrow have opened a new state of the art office space for collaborative or individual back office work The YJ team are also using the Youth centre and other family centres as their main base and carrying out most office based face to face with children work on a designated day. This has been a challenge on the morale of staff however, they have on the whole made good use of the opportunity of having sessions within a youth centre. Some young people have commented on the benefits too but some parents of children using the Youth Offer have been concerned about the influence of YJ clients within a universal setting.

9. Performance

9.1. New national key performance indicators

From 23/24 the YJB have introduced a set of 10 new KPI's. The first return will cover April to June (Q1) and will be due for submission at the end of July 23.

The rationale for the new indicators is to improve the understanding of how YJ partnerships are responding to the changes in context such as the move towards multi agency /partnership models of working and increased complexities of the caseload. Also, to reflect the areas that are strategically important in delivering effective services and outcomes for children.

Much of this data collection will require some manual data extraction as reports and data recording processes do not already exist in our YJS data management system (Capita). The YJ performance analyst has been working on the data to ensure it can be collected and that any processes are put in place to make the data collection easier in future.

We are expecting our Information management system provider, Capita, to make changes to the system to accommodate the new data recording requirements. However, we do not yet have a date for this change.

See below for the national indicators and progress/issues that may be faced in collecting the data.

Indicator	Input required from partner agencies.	Process, progress and issues
1. Suitable Accommodation	Information to be gathered internally. With support of YJ case managers.	The system is not currently set up to record the accommodation status. YJ Management system provider to make changes to the system in the future. No date has been given yet. In the meantime this data will be collected by going through each of the cases with the practitioners at monthly data days. Risk: Manual and time consuming task. Relies on case managers being available to discuss the data.
2. Education Training and employment (ETE)	Information to be gathered internally. With support of YJ Education Worker.	Data collection process has been discussed and agreed with the education worker. Data to be shared / collected monthly with education worker. No issues expected in collecting this data
3. Special Educational Needs	Information to be gathered internally. Data available through YJ information system.	This data is available through the YJ information management system as it links to the SEN system Capita One. Manual checks will be required, however other than the time pressures no issues expected in collecting this data. Collected monthly.
4. Mental Health and Emotional Wellbeing	Initial list to be gathered internally. Then sent to CAMHS and YJLD workers for their input.	Input from specialist services required. The list of cases eligible to be included in the return will be sent to the YJLD and CAMHS workers to confirm if they have had a mental health assessment / intervention

		<p>This is required because this information is not easily extractable from our YJ information management system.</p> <p>We have met with both CAMHS and YJLD worker to confirm the process.</p> <p>Data to be shared / collected monthly</p>
5. Substance Misuse	Initial list to be gathered internally. Then sent to Compass for their input.	<p>Input from specialist services required. The list of cases eligible to be included in the return will be sent to Compass to confirm if they have had a substance misuse assessment / intervention</p> <p>This is required because this information is not easily extractable from our YJ information management system.</p> <p>We have met with compass to confirm the process.</p> <p>Data to be shared / collected monthly</p>
6. Out Of Court Disposals	Information to be gathered internally by Performance Analyst	<p>All data is readily available from the YJ system and easy to extract. No issues identified.</p> <p>Collected monthly.</p>
7. Wider Services	Information to be gathered internally by Performance Analyst. Cross referencing with MOSAIC data and early support data. Input required from early support analyst.	<p>The list of cases eligible to be included in the return will be taken from the YJ system. This list will then be cross referenced with children's service data for LAC/CIN/ CPP data.</p> <p>Data will also be passed to early support analyst to cross check against early support service.</p> <p>Data to be shared / collected monthly</p>
8. Management Board Attendance	Information to be taken from management board minutes.	<p>Required attendance list discussed with management board. Any gaps in representation have been discussed and changes suggested.</p> <p>Agreed to use the attendance from the latest Board.</p> <p>Collected quarterly</p>
9. Serious Violence	Data collected through YJMIS return. Form will only need submitting if YJMIS is unable to be submitted.	<p>If the data cannot be collected by the YJB from the YJMIS returns, all data is readily available from the YJ system and easy to extract. No issues identified.</p>
<ul style="list-style-type: none"> Victims 	Information to be gathered internally. With support of Victim Worker.	<p>Met and discussed the process with the Victim Worker.</p> <p>No issues expected in collecting this data</p> <p>Data to be shared / collected monthly</p>

9.2. Existing national key performance indicators

■ Binary reoffending rate

% Re-offending within 12 months (Jan 21 - Mar 21) – 22.2%.

Actual number of Re-offenders (Jan 21 - Mar 21) – 4 re-offender from a cohort of 18

Harrow's current figure (Jan 21 - Mar 22) is 22.2%, 4 re-offenders from a cohort of 18. This compares to 60.9% for the same period last year (Jan 20 - Mar 20) and is a decrease of 38.6%. Harrows current figure is lower than comparator YOT's (27.4%), national figure (31%) and the London figure (31.8%).

■ Frequency of reoffending

Reoffences per reoffender (Jan 21 - Mar 21) – 5.

On average the re-offenders are responsible for 5 re-offences each which is slightly higher than family average of 3.46. This shows that we have less re-offenders but committing a higher number of re-offences, suggesting a smaller but more intensive caseload.

■ First time entrants

Rate per 100,000 population (Oct 21-Sep 22) – 119.

Actual number of First Time Entrants (Oct 21-Sep 22) – 31

The YOT family comparator data for the last few years shows a decline in the number of first time entrants to the youth justice system. This is a trend which is also reflected nationally.

The current period for Harrow (Oct 21 - Sep 22) shows a Decrease of 39.8% on the same period in the previous year (Oct 20 - Sep 21). The current rate per 100,000 population is 119 compared to 197 for the same period last year. Harrows current rate is lower than the YOT family average of 147. The last 2 quarters have seen Harrow fall below the YOT family average for the first time in 18 months. Harrow is also at its lowest first time entrants rate for the past 3-4 years.

■ Use of custody

Rate per 1,000 population (Jan 22 - Dec 22) – 0.19

Actual number entering custody (Jan 22 - Dec 22) – 5

Over the past 3 years, Harrow's actual numbers in custody have been varied from between 2 and 11 in any 12 month rolling period. The current quarters (Jan 22 - Dec 22) figure of 5 is the same as the same period last year (Jan 21- Dec 21).

The custody rate per 1,000 population indicator allows for a better comparison between YOT's performance.

Overall, Harrow's current position of 0.19 (Jan 22 - Dec 22) is slightly lower than the previous years figure of 0.20 (Jan 21 - Dec 21). Harrows current rate is higher than YOT family comparators (0.11), London (0.15) and National (0.11). Even though the actual custody numbers are the same (5) the rate is slightly lower due to an overall increase in population numbers.

9.3. Local performance indicators

- During 2022/23 there were 91 new interventions starting that were either Out of court disposals (triage and community resolutions) or court orders. 33 (36%) of cases were out of court disposals (OOC), 36 (40%) were first time entrants and 22 (24%) were young people who had previously offended and been involved with the youth justice service. Overall numbers receiving these types of outcomes had been reducing over the last couple of years but numbers have remained stable in

22/23 with a very slight increase of 3 on the previous year. OOC cases have increased from 27 last year to 33 this year, and they make up a slightly larger proportion of the caseload 36% compared to 31% in the previous year. The biggest difference is in the breakdown of first time entrants and re-offenders. Last year had seen a reduction in first time entrants but this has increased again in 22/23 with 40% (36) of the caseload compared to 32% (28) for the previous year. The actual number of those in the re-offending group has decreased in 2022/23, from 33 in the previous year to 22 in the current year. Proportionately re-offenders make up 24% of the caseload compared to 38% in the previous year. This is proportionately the lowest it has been for the past few years and despite an increase in the previous year, numbers of re-offenders have reduced.

Month	2020/21 Total	2021/22 Total	Q1	Q2	Q3	Q4	2022/23 Total
Number of new interventions starting	100	88	22	30	27	12	91
Number of OOC. (Inc Triage and community resolutions)	32	27	6	15	10	2	33
% OOC	32%	31%	27%	50%	37%	17%	36%
Number that are FTE's (in YCC's)	41	28	10	11	8	7	36
% That are FTE's	41%	32%	45%	37%	30%	58%	40%
Number that are re-offenders	27	33	6	4	9	3	22
% That are re-offenders	27%	38%	27%	13%	33%	25%	24%

10. Priorities

10.1. Over-represented children

Harrow YJS have implemented an approach to addressing disproportionality which we call the 3 pronged approach which is described in the following presentation slide

The Task

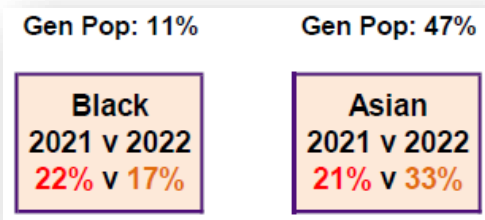
1. Equip disproportionately affected individuals with skills for life.
 - Rights, respect, leadership, education, entrepreneurship, developing talents
2. Develop competencies of the workforce across the Youth (Criminal) Justice partnership
 - Cultural competence, Unconscious bias, good lives model, trauma (including race trauma) informed approaches, psychologically informed practice
3. Identify and challenge wider structures, systems, cultural vestiges and legacy colonial racism to move towards a more inclusive anti-racist norm
 - Colour aware (not colour blind), positive action, workforce analysis, inclusion of Black YP in system re-designs

As a result of this we have delivered a number of actions

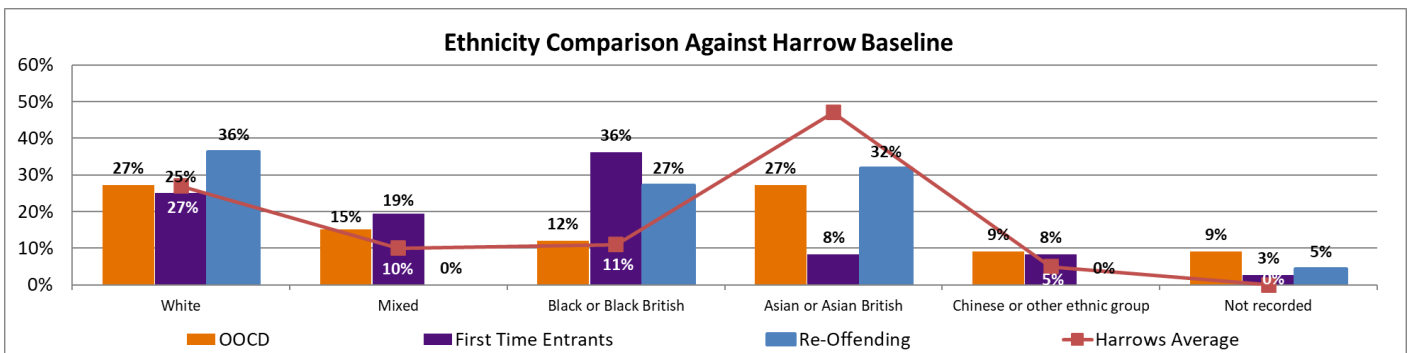
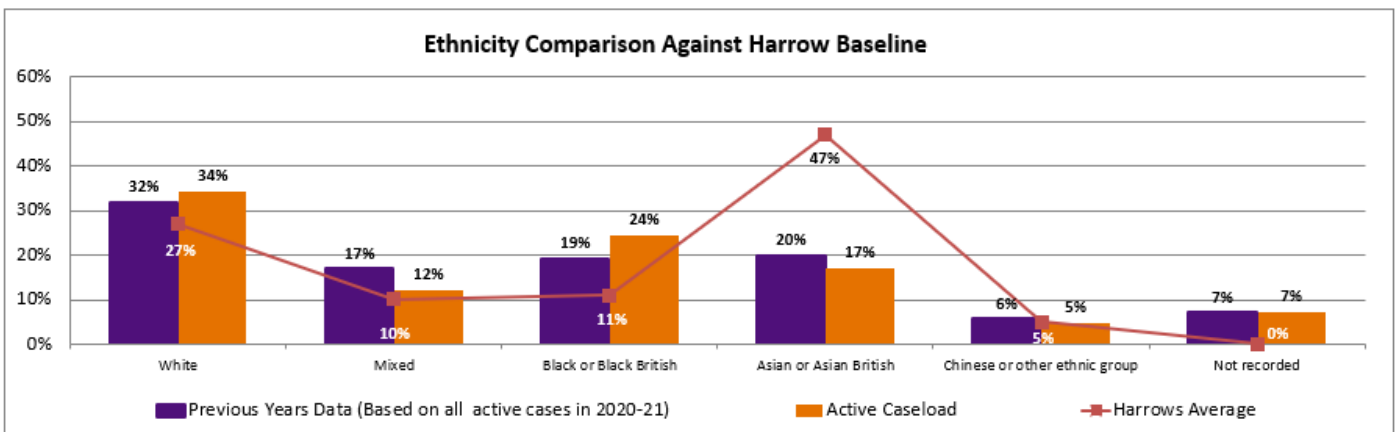
Actions

Individuals	Workforce	Culture
Empire to inspire - leadership programme	Psychologically informed development framework	Harrow's own Race Report (Patrick Vernon - OBE)
Excluded pupils of BCH retrospective	Case Formulation Approach	BLM Steering Group and Council Priority
Turning point	Trauma Informed Approaches	Performance framework review
Mental toughness programme	Restorative Approaches	Met Police Wide Scrutiny Panels
Good lives (motivational) and strengths based interventions	Good Lives Model	Engage with wider regional based programmes eg W & G London
Education Psychology Partnership	Unconscious bias and cultural competence	Engage with YJB and YOTAD Network National Programmes
SALT / CAMHS / Specialist Custody / EET / PAYP / and more...	Offer to partners...	...

The Board consider the disproportionality data at each meeting. Below, I again attach an extract from the year end data pack. Though this does show that the over-representation of Black cohorts and under-representation of Asian cohorts does persist, we have identified that this disproportionality has reduced



2. Demographics. Ethnicity, Age, Gender.



We still have a long way to go to address disproportionality in Harrow as is common with many other areas within London.

Our **next step** is to receive data from our partner organisations at a Board level to ascertain what impact we have made locally by taking this approach. We will also bring in a new level of timescale comparative reporting of a number of key indicators including:

- Rate of interventions
- Disposal Types (CR, Triage, Cautions, YCC, Court Disposals, Custody, Lengths of Orders)

- Remands²
- Arrests / Stop and Search / RUI / CBOs

This will provide an even higher degree of transparency and accountability.

The YJ Partnership has started to receive the Arrest / RUI / SuS and CBO data but bringing this formally into the board will happen from Q3 in 2022-23.

As a service and indeed an authority, Harrow is committed to improving the life chances cohorts of children who have been historically disadvantaged and we believe our approach to work with our children, our staff, our partner agencies and our communities is making a difference but that this is a strategy which must be employed consistently for generations to come.

10.2. Prevention

- I have described above how the Harrow Youth Justice Service sits within a wider system of Early Help and Family Hub universal provision. Within the existing arrangements, there is already close collaboration on work and information sharing between YJS and Children's Social Care (CSC) and Community Safety (Com Safe) and the Police. Every day there is an information and intelligence sharing briefing where reports of significant arrests and incidents are shared in this briefing session. Children who are missing or at risk or have indicators of being at risk of being vulnerable to criminal exploitation are considered. Essentially this is like a mini strategy discussion held every day on children at risk of coming into the criminal justice system.
- Children already allocated to a partnership key professional the information is shared with so it can be taken account of. Children who are not allocated already will likely be considered for Early Help. The pathway for this is for a screening by our Early Help worker within the MASH team who may be able to provide immediate information, advice and guidance or else signpost to our internal Youth Offer or Early Support service, and if more suitable will broker a referral to a suitable partner operated Early Help service.
- This bridges the need for children who are identified as being vulnerable but cannot be supported by a statutory YOT intervention.
- For children who are already known to the Youth Justice System, they are introduced to our Youth Offer either during the period of their statutory intervention with us or in all cases, as they are existing. They will then be eligible to receive support from skilled youth workers to engage in positive activities and be helped with information, advice, guidance and navigation of the support pathways they may need to access additional support services.

² Also see the

Remand Table on page 25

Remand Table

Remand Table

Remand Tablebelow

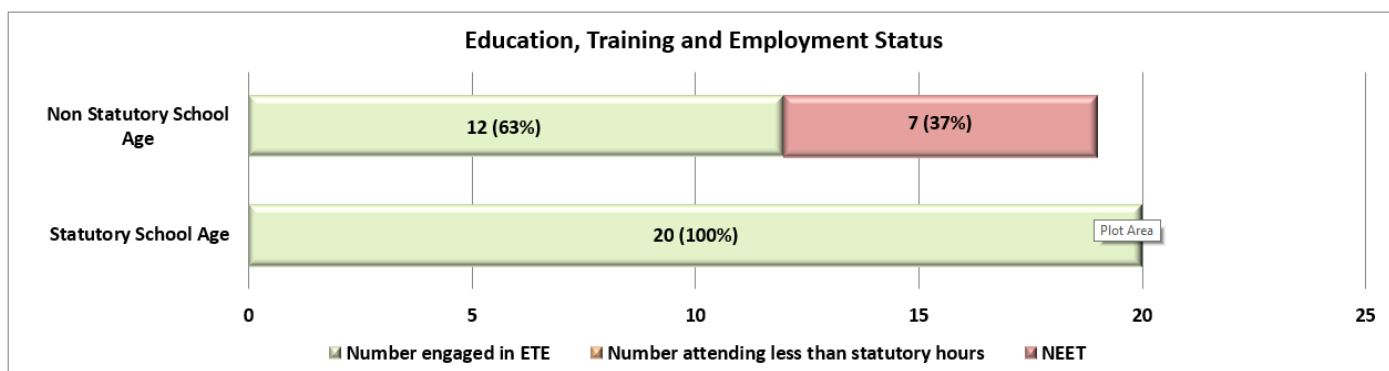
- Harrow are in the mobilisation phases of key regional and national projects and programmes including Project Engage (Youth Work within Custody Suites) and Turnaround (Youth Work follow up with Young People at risk of involvement in the criminal justice system)

10.3. Diversion

- Ending in April 2022, Harrow actively took part in a London based deferred prosecution model (Turning Point) pilot with our partner boroughs comprising the tri-partite North West Borough Command Unit.
- Although primarily focused on reducing disproportionality this scheme benefited children by enabling them to accept a contract of work as an alternative to certain charging with an offence. Eligibility for the scheme was that the CPS were more than 50% certain of achieving a successful prosecution and that it may not be in the public interest to proceed with such prosecution. Crucially, the child does not have to admit guilt, only to accept the condition of the contract which would typically involve attending an assessment session and then undertaking a number of learning and reparation sessions. The results are still being evaluated by the University of Cambridge, early findings indicate this was a significant success as children going through the process have mainly not come back to arrest or charge. The rate of re-arrest/charge is statistically significant and is shown to be a direct result of intervention.
- Our Triage programme works well with children who have been arrested and referred to us. We carry out a full assessment with these children where families consent to this to provide intensive Early Help aimed at preventing further touchpoints with the criminal justice system.
- Harrow also have taken steps to ensure that all police issued / street RJ / instances of Community resolutions are reported via YOT police into the YJS. There, the family is offered support by the out of court workers and Youth Offer workers. We have created and recruited to a specific role which bridges our Early Help Youth Offer and our Statutory YJS. We are currently mobilising our project of working with local custody suites to provide early help and information advice and guidance to young people arrested who may subsequently be released under investigation or under bail but under no duty to engage with the local YJS.
- As is common with many boroughs we benefit from a liaison and diversion resource serving those young people who have been arrested and detained in custody. Screening for SEN and mental health issues takes place and may mitigate formal criminal justice responses as well as enable Early signposting and help to relevant mental health resources. Our main postholder has recently left the post and it is being covered virtually while recruitment is actively underway – we are currently just awaiting vetting completion.

10.4. Education

- Our data for 2022-23 is within our year end data pack. I attach a relevant extract below



Statutory School Age	Q4 Previous year		Q1		Q2		Q3		Q4		Average for Year	
Total actively engaged (25hr +)	15	100%	19	100%	16	100%	11	100%	20	100%	66	100%
Total engaged less than statutory hours	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Total not engaged (NEET)	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Number at Statutory School Age	15	-	19	-	16	-	11	-	20	-	66	-

Above Statutory School Age	Q4 Previous year		Q1		Q2		Q3		Q4		Average for year	
Total actively engaged (16hr +)	18	64%	23	88%	12	63%	12	63%	12	63%	59	71%
Total engaged less than statutory hours	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Total not engaged (NEET)	10	36%	3	12%	7	37%	7	37%	7	37%	24	29%
Number at Non Statutory School Age	28	-	26	-	19	-	19	-	19	-	83	-

Statutory School Age - A snapshot of the live caseload at the end of March 2023 shows that 100% (20) of young people at statutory school age are involved in 25hrs + of education and 0% (0) are attending for less than statutory hours.

Non statutory School Age - A snapshot of the live caseload at the end of March 2023 shows that 63% (12) of those above statutory school age are involved in 16hrs + of education training and employment and 37% (7 individuals) are NEET.

10.5. Restorative justice and victims

- There is strong support for victims and RJ in Harrow through the dedicated separate team which sits within the service.
- The suitability of all cases is considered for work to achieve a level of restorative justice. Our pathway includes a consideration of the parties views and where there is agreement an active RJ outcome will be pursued. Where there is no recognition of harm caused work will be undertaken to bring about mutual understanding of other's points of view.
- Reparations may include direct contact (taking victims wishes and feelings into account). Ideally we aim for an RJ conference which requires a significant amount of preparation.
- We have established a wide variety of positive reparation programmes aimed at

- developing the life skills and practical skills that young people can use in their lives going forward and inform their Education / training / employment choices
- having a therapeutic effect for those experiencing mental health issues in their lives
- giving back to the community / those harmed
- The programmes include:
 - **Heathrow Special Needs Centre (farm – out of borough)**
 - Working with animals e.g., grooming animals, cleanings stalls, gardening, fencing
 - Research evidences that working with animals helps young people who are suffering from trauma/mental health benefits
 - **The RoundTable (evening online project)**
 - This involves local Councilors, young people and Harrow Youth Justice Service management/team in discussions of issues affecting them as young people
 - To date, we have had successful events where young people had the opportunity to share their thoughts/personal experiences of what they thought about stop and searches
 - This is a creative means that young people can use as a platform to have their voices heard, empower them, to contribute to change/impact/make a difference in a supportive environment
 - Each month theme topics change, the next event is what do young people think about carrying knives
 - **St Luke's Hospice Charity Store**
 - This project was set up for young people whose offence is retail related e.g. shoplifting
 - This project involves sorting through donations, labelling/tagging garments, stocking racks/shelves
 - Originally to cover one store for reparation, agreed that we would be covering reparation projects for 8 stores across the Harrow borough
 - **Radio Harrow (only to be run during school holidays)**
 - The aim of this project is for young people to assist in the community radio for Harrow, and young people would assist in: Radio presentation and interviews, Voice techniques, Studio and sound production
 - **Several other projects are in development** including: A graffiti Art project, climate change projects and supporting the NHS blood drives
- We also have a permanent officer who works with victims alongside the RJ team and also links in with the Victim Support service.

10.6. Serious violence and exploitation

Harrow Community Safety Partnership (known locally as Safer Harrow) are the overarching governance body for considering high harm and high volume crime in Harrow. The Youth Justice Partnership Board report into the Safer Harrow Board which is chaired by the portfolio holder for community Safety. This relationship is shown in the diagram on Appendix 1b - The relation of Harrow's Youth Justice Service to the Directorate, the Council and Additional Partnership Boards.

The borough's Community Safety Strategy is managed via the Safer Harrow Board. The delivery plan for this strategy includes consideration of serious violence and exploitation and the Youth Justice Partnership are a key vehicle for feeding into this strategy.

Additionally, within Children's Social Care there is an Adolescent Safety and Development Team (previously known as Violence, Vulnerability and Exploitation multi agency Team) which sits within Social Work management structures but engages in the daily meetings I described above which shares near real time intelligence briefings about significant incidents.

Within the wider safeguarding partnership the Schools also organise an all schools briefing meeting called the Significant Incidents Group (SIG).

Additionally at operational levels there is a Multi-Agency Child Exploitation (MACE) Panel and within the YJS there is a Safety, Wellbeing and Risk Management (SWARM) panel for the multi-agency consideration of higher risk cases.

Together with the Safer Harrow, Safeguarding Board, SIG, VVE team and YJ team, MACE, SWARM and the Violence Reduction Coordinator post (which is a post within Community Safety Team) there is a significant and coordinated approach to identifying, mapping and responding to serious violence and the vulnerability to exploitation including criminal and sexual exploitation on the borough. As a Borough partnership, the Community Safety Board is leading on the development of our Serious Violence Duty Action Plan.

Social Care direct referrals to the National Referral Mechanism and we have had successful final outcome findings which some of which have been used as part of statutory defences for supply related charges in some cases. We also are part of a North London arrangement for supporting children at risk of involvement in County Lines. Services available via this partnership including St Giles Mentoring Service and Gangs Exit Services. There are also counselling services specifically for women and girls.

We also have an active strategy for countering Violence Against Women and Girls (VAWG) and there is more detail on this in the slides below.

Our partners provide us with maps of violent incidents and we analyse these to target any potential outreach Youth work as well as working with statutory agencies to address organised crime and gang activity. The following slides all were produced for our new member briefings in June 2022.

Violence



Period 2nd May to 29th May 2022

29% Increase across
BCU 39% Increase in Harrow.

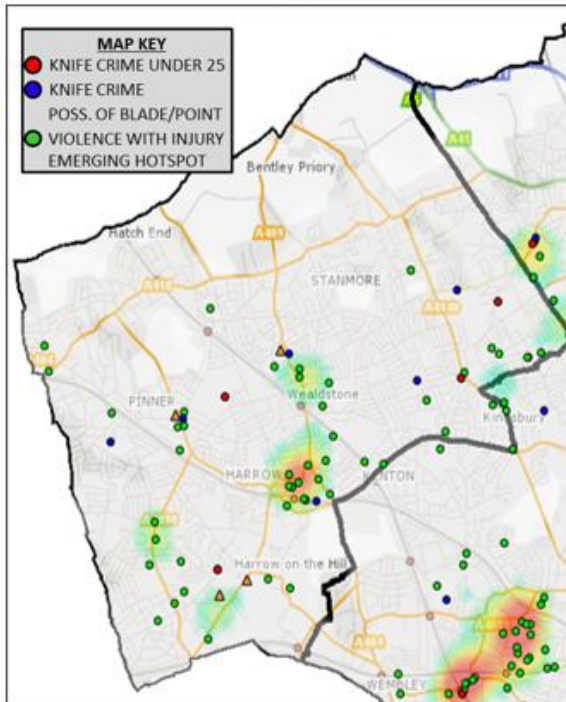
Main Hotspot – Harrow Town Centre
(Station Road). 44% of offences

Knife Crime 10 (2)

Knife Injury Under 25's 4 (1)

Violence With Injury 51 (43)

All offences 64 (46) 34%



Borough Violence Response



Police Street Duties based at Harrow Police Station being utilised for additional High Visibility

Policing in Town Centre

Police Violence Suppression Unit to provide additional patrols during peak times in hotspot localities

Police to provide an officer in LA CCTV control room to monitor areas during peak times.

Criminal Behaviour Orders used for offenders. Three Offenders have received 5+ year orders preventing them from entering the town centre in last three months.

Knife Crime Prevention Orders for habitual offenders

Offenders managed through high risk panels

Violence Against Women & Girls / Sexual offences against females



Non Domestic Violence related only
Period 2nd May 22 to 30th May 22

33 Public protection offences (Rape, Sexual Assault, Exposure)

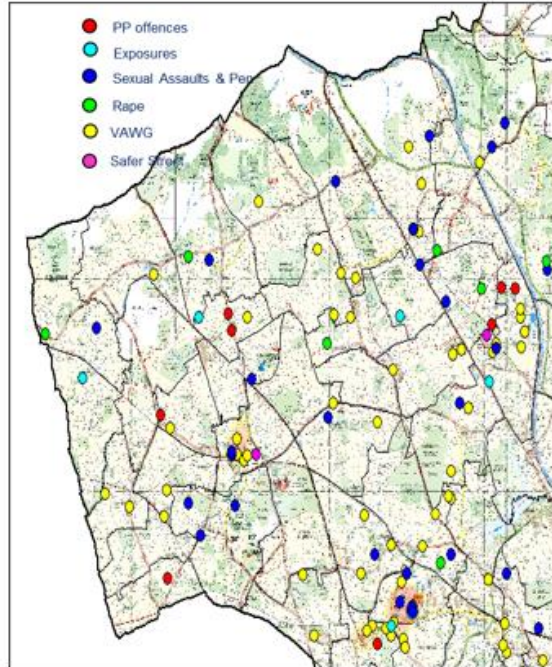
25 Violence Against Women & Girl offences

Hotspot

Harrow Town Centre / Harrow Bus Station

Peak times

Week days 1600 -1900 hrs.
 Thursday – Sunday 0000 – 0230 hrs



Borough VAWG Response



Violence Against Women & Girls Sub Group set up in Harrow incorporating Met Police action plan

Police high visibility patrolling during peak hours.

Use of Local Authority CCTV to monitor hotspot areas within Town Centre and Bus Station

Local authority front line staff trained on preventing, identifying and supporting victims of VAWG

Safe Places initiative being implemented

Ask Angela in licensed premises

Offenders managed through Multi Agency Public Protection Arrangements (MAPPA)

10.7. Detention in police custody

10.8. Remands, use of custody and Constructive resettlement

Our resettlement policy was approved in March 2021 and was reviewed in Q3 2022. It will be reconsidered again during Q3 2023.

The Harrow social care working protocol outlines expectations of the YJS and Children's Social Care (CSC), including when a child is remanded to local authority care or youth detention. This protocol details the roles of services, joint working responsibilities and procedures required to manage safety and risks when a child is remanded or receives a custodial sentence. In addition, it clearly states that resettlement activity needs to start promptly and that there will be separate resettlement meetings with appropriate professionals in attendance, where a personalised plan will be developed that takes into consideration the child's diversity needs.

The development of the resettlement meeting has been led by the team manager. While there is no specific resettlement team, the resettlement meeting requires all appropriate partnership services and practitioners working with the child to attend and work collaboratively.

All resettlement cases are considered by the team manager who would head up a meeting to ensure suitable actions are being progressed. There have been some instances of testing the protocol's effectiveness where a child is being sentenced for a significant period of time and will require a placement upon release to ensure a suitable placement is identified early enough to meet the needs of the secure unit while at the same time not so early as to cause unsustainable budget pressures for the placements team.

The expectation set is that all resettlement meetings fully involve the child, their family (where available) and corporate parenting representatives (social workers). This will be tested as part of our Self Evaluation during 2023-24 and standard practice evaluations.

Where Youth Justice workers are concerned about resettlement issues they can raise this for discussion with the Senior Leadership Partnership team via the monthly Safety Wellbeing and Risk Management (SWARM) panel. This has been the case and the Head of Service has escalated cases to their equivalent in Children's Social Care on occasion. This resulted in suitable resolution of escalated issues and risks. Aside from some issues of timeliness, the quality of resettlement provision (whether in foster care, semi independent accommodation, or back within family or extended family) will be monitored and evaluated to ensure it remains suitable and any support required can be accessed easily as a result of the close working relationship and protocol arrangements between YJS and Children's Social Care (CSC).

The data table below was produced in relation to work about remand costs but is also pertinent and noted as part of our work addressing disproportionality (as already noted above). The following table also includes data about the age, gender and ethnicity of children on remand.

Remand Table

Alleged Offence	Establishment	Type	£day	Days	Cost	Outcome	Notes	Age	Gender	Ethnicity
Breach of bail	Cookham Wood	YOI	307	43	£13,201	Custody (32 months)	Sentenced as adult to custody	18	Male	White Other
Robbery	Feltham	YOI	307	24	£7,368	DTO Custody (18 Months)	Sentenced to DTO custody	16	Male	Black Carribean
Possession cannabis, hoax, criminal damage.	Parc	YOI	307	7	£2,149	Youth rehabilitation order (12 months)	Young Person given bail and then sentenced to community order	17	Male	White Other
Robbery, possession offensive weapon, fraud, breach	Feltham	YOI	307	6	£1,842	Recalled to custody (6 weeks)	Recalled to custody as on licence.	17	Male	Black Carribean
Robbery	Wetherby	YOI	307	485	£148,895	DTO Custody (72 Months)		17	Male	Asian Other
Robbery x 4, Shoplifting.	Feltham	YOI	307	119	£36,533	Still on remand	Still on remand - young person is on remand but is also in custody for another offence so not sure if we will be charged or not.	17	Male	Black Carribean
Possession of firearms with intent to endanger life, possession of offensive weapons, intent to supply cannabis	Feltham	YOI	307	232	£71,224	Still on remand	Still on remand - Remand could extend past this date	17	Male	Black African
	Total remand days for these cases			916	£281,212					
	Total remand days in 22/23			560	£171,920					

11. Standards for children in the justice system

- Our last Board led self-assessment was in the Summer of 2019 which showed that we were delivering a Good level of service across all domains apart from Reviews which required improvement.
- We plan to carry out another self-assessment of standards review in the last quarter of 2023-24.
- Our HMIP inspection – though the domains had slightly changed since the 2019 framework showed broadly that most areas needed to demonstrate improvements apart from Assessments which were outstanding in Court Disposals and Good for Out of Court and the organisational arrangements for staffing which was also Good.
- Harrow’s own view, while accepting the judgement of the HMIP, is that the results were skewed by the inclusion of a very small number of “Turning Point” cases which should have been excluded in the consideration. Our overall rating was 2 points away from a good overall due to these cases.
- We are not complacent, however, and recognise that improvements across a range of areas are required for the service to demonstrate the good service we believe we provide.

- As a result, we have produced an improvement plan and started a concerted series of improvement focused workshops both with the team and with the board.
- Our intention is for these to continue over the next inspection cycle as part of a continuous improvement journey. We intend to widen the inclusiveness of the workshops to include partner agencies (leaders and practitioners) going forward.
- As a result of the 9 recommendations of the HMIP inspection we have of course included 9 specific action areas. Some of these relate specifically to the Turning Point Pilot and specifically actions for external agencies (Police) and as this pilot has now ceased for children within the criminal justice system these aspects have been completed.
- I have attached our improvement plan summary as Appendix 3 below. This outlines our progress to date and planned activities for the coming year.

12. Workforce Development

- Harrow YJS have been implementing a psychologically informed approach to the training and development needs of our workforce for the last 5 years.
 - This has meant that all staff have been trained in the use of Forensic case Formulation Theory (including the 4Ps (Predisposing, Precipitating, Perpetuating and Protective factors)), the impact of Adverse Childhood Experiences, Trauma informed Approaches and the strengths based Good Lives Model. We will be continuing this development to implement Forensic case Formulation within Intervention Plans and Reviews (as it is strongly present in assessments).
 - The operational management team are also collaborating with some lead practitioners to develop a practitioner development programme. This will consider training undertaken and yet to be undertaken and enable career development opportunities.
 - As all Harrow YJS staff are permanent employees they are eligible for all training opportunities available to council staff and Children's Directorate / Safeguarding staff. This includes our contracted offer with Research in Practice and the West London Alliance as well as all training offered through the Harrow Local Children's Safeguarding Board Partnership.

13. Evidence-based practice and innovation

13.1. Activity evaluation

- As outlined earlier, Harrow are developing a number of key innovative areas of practice including

- **Extending the offer of Early Help** to young people arrested and released under investigation or bailed to return through offering Help through our Youth Offer based on information of young people's arrest or on-street police-issued Community Resolution where we are informed about these instances and young people involved.
- **Extending our offer of Early Help** to young people arrested and released under investigation or bailed to return through negotiating with our local BCU Custody Command unit to have our Intensive Youth Support Officer (IYSO) based within custody suites for regular times each week. This officer would build rapport during the "teachable moments" children are under arrest. They would then provide information, advice, guidance and pathways into support wither directly with them selves or their own Youth Offer colleagues in Harrow or to a central signposting / Early Help team in either of our neighbouring boroughs. We are ready to begin this work and are just waiting for custody command unit authorisation and vetting procedures.
- **These previous two items are now being supported** through 2 grant funded programmes: a) Engage (MOPAC funded) Youth Work session with children in Police Custody Suites and up to 3 follow up sessions in the community, b) Turnaround (MoJ funded) Extended Early Help for those arrested and released but remaining on the edge of the criminal justice system
- **Implementing a psychologically informed approach** within our work not just at assessment but also at intervention planning, delivery and review stages. The Senior Leadership Team is seeking an academic research partner to support an evaluation of this approach.
- Harrow have developed a 3 pronged approach **to addressing disproportionality** (Oupskilling impacted children, Oupskilling workforce, Ochallenging and supporting the development of wider systems and structures). At the same time we are noticing a reduction in some disproportionality in local data. We will seek to build on this work and include local young people and families in the strategic development of this work.

14. Service development plan

14.1. Service development

The Year ahead will focus on aligning our priorities to the available resources

Implementing:

- Project Engage (Youth Work within Custody + up to 3 Community based sessions)
- Turnaround Programme (up to 12 months of Early Help and Prevention focused work for Youth following on from Engage)
- Your choice (Cognitive Behavioural Therapy interventions) research base for Youth Justice Service
- Self Assessment of National Standards

Developing:

- 3 sub groups of main YJ Partnership Board

- Voice – improving representation of young people on the Board’s main functions of setting direction and priorities and contributing to scrutiny: challenge and support
- Disproportionality – addressing known disproportionality – with a particular focus on Black and Mixed Race, Caribbean Boys + additional support for low number of girls)
- Prevention and Diversion – supporting the development of all programmes to keep children from becoming involved in the criminal justice system and having highly effective interventions to minimise any further involvement
- Staff professional development
- Contributing to (and taking leadership of some of) the wider developments of more integrated Children’s Services and Family Hub model of delivery

Maintaining / managing

- Good operational practice with statutory (Court based) Orders and Out of Court Disposals
- Progress with all aspects of the Improvement plan – including Board and Strategic focus
- Managing resources of staff, buildings and budget to deliver the best value possible within the constraints

14.2. Challenges, risks and issues

- With so much going on both locally and nationally and so little resource there is a risk of change fatigue and of management becoming over-extended relative to the scope of the tasks
- The Casey Review has challenged all London boroughs to consider how to develop constructive relationships with the police and maintain the trust of communities and particularly our young people. Harrow have engaged with NW London Police Borough Command units regarding the Commissioner’s Turnaround plan (not to be confused with the MoJ Turnaround Programme) and are working constructively to provide suitable support and challenge.
- Our revised data pack now includes a summary each quarter of any issues and risks arising to the local youth justice systems and services.
- We have identified the following service risks and actions addressing these
 - Implement all actions on HMIP Improvement plan (see appendix 3 below)
 - Costs of remand beds is very significant. An area of overspend as the YJB grant is based on an expected number formula.
 - SALTIC – although there is a provision it is recognised the pathways, accessibility and level of support available can be enhanced. A re-commissioning process is currently underway.
 - System stability has been an intermittent issue. We are currently soft market testing for an alternative case management system provider.
 - The Chair of the Board retired in 2021 and was replaced. The new Chair is also retiring in 2023. It will take some time to develop the long term understanding of local issues for the new Chair
 - Non school age NEET: maintain under scrutiny at Board level and support specialist support pathways

- Custody figures for 2021-2 have increased on 2020-1 (though are still lower than 2019-20) – maintain high standard of PSRs – implement routine QA feedback from Courts.
- Implement additional measures for considering impact of local approaches for addressing disproportionality. See our disproportionality data **next step** on page 19.

■ As in last year’s plan, the base for the Youth Justice Team is acknowledged to have been challenging since Covid. At that time, our main site was deemed mainly unsafe to work in due to inadequate ventilation measures. At the same time this main site has been subject of redevelopment designs. Over the last 2 years the YJ team have been operating from a number of sites to a) carry out back office function and collaborative work, b) meet with young people. For a while a lot of that was done virtually. Now the expectation is that all of that is done in person unless by specific exception. Harrow have now built a new state of the art building for workers to collaborate and carry out non resident facing work. This still leaves working with young people at the older site which is suitable as a venue but requires from travel time. The team and the rest of the council staff know that this building is also vulnerable to being demolished and that there would need to be an interim arrangement while a new Civic Centre was built. This has led to vulnerabilities in morale within the team. The service head and leads raise this with the council senior leadership team and the board. An accommodation strategy is in place addressing these concerns but they do take time.

The Children’s Directorate is currently starting to develop and plan for a new delivery model within a system of Family Hubs (see

- **Harrow Family Hub - Universe Model [in development]** on page 9, above). This will clarify arrangements for the medium to long term and in advance of the build of a new Civic centre for Harrow which is expected to begin in 2025.

15. Service improvement plan

15.1. Service Improvement

Improvements to the Board

- We expect to see the routine use and update of the induction pack and induction process for new Board members
 - This will clarify expectations of Board members and ensure they are suitably prepared to scrutinise, support and challenge the work and effectiveness of the local YJ System
- We expect to see young people more directly contributing to the Board.
 - This will result in review of policies, procedures and operating protocols
 - This may provide leadership development opportunities for previous client young people of the local YJS
 - Representation may take a number of forms – a sub group of the current Board is leading on this work
 - We expect the voice of children to have an increasing impact on the scrutiny of the effectiveness of the local YJS
- We expect to see consistent attendance by suitable level of seniority for all statutory partners

Improvements to data

- We expect to see routine contributions of agreed data items from all partners on a routine basis which enables a more rounded picture of the effectiveness of the local YJS system
 - This would demonstrate further
 - What approaches are working well for desistance
 - What approaches are working well for over-representation / disproportionality
- We expect to see new data items reflecting the views of children and their families with whom we are working regarding the quality of service we are providing and areas for improvement. We also expect to see themes from children which their practitioners feed into the data from their routine and frequent contacts with them. A Board Sub Group is addressing this development.

Improvements to partnership working

- We expect to see improved consistency in reviews and resettlement planning
- We expect to see an enhanced pathway and level of service for children requiring support with Speech Language and Communication needs
- We expect to see enhanced operations for our Out of Court, triage and Custody level interventions to enable greater effectiveness of approaches for early intervention and diversion from more entrenched involvement with the local criminal justice system
- We expect to embed routine use of feedback mechanisms at the end of an intervention to gather the view of children and their families to inform us about the quality of service we have provided and areas we can improve on



Improvements to community level communications

- We anticipate developing our local offer / website to provide helpful information to the local communities about the services we provide and how we work collaboratively

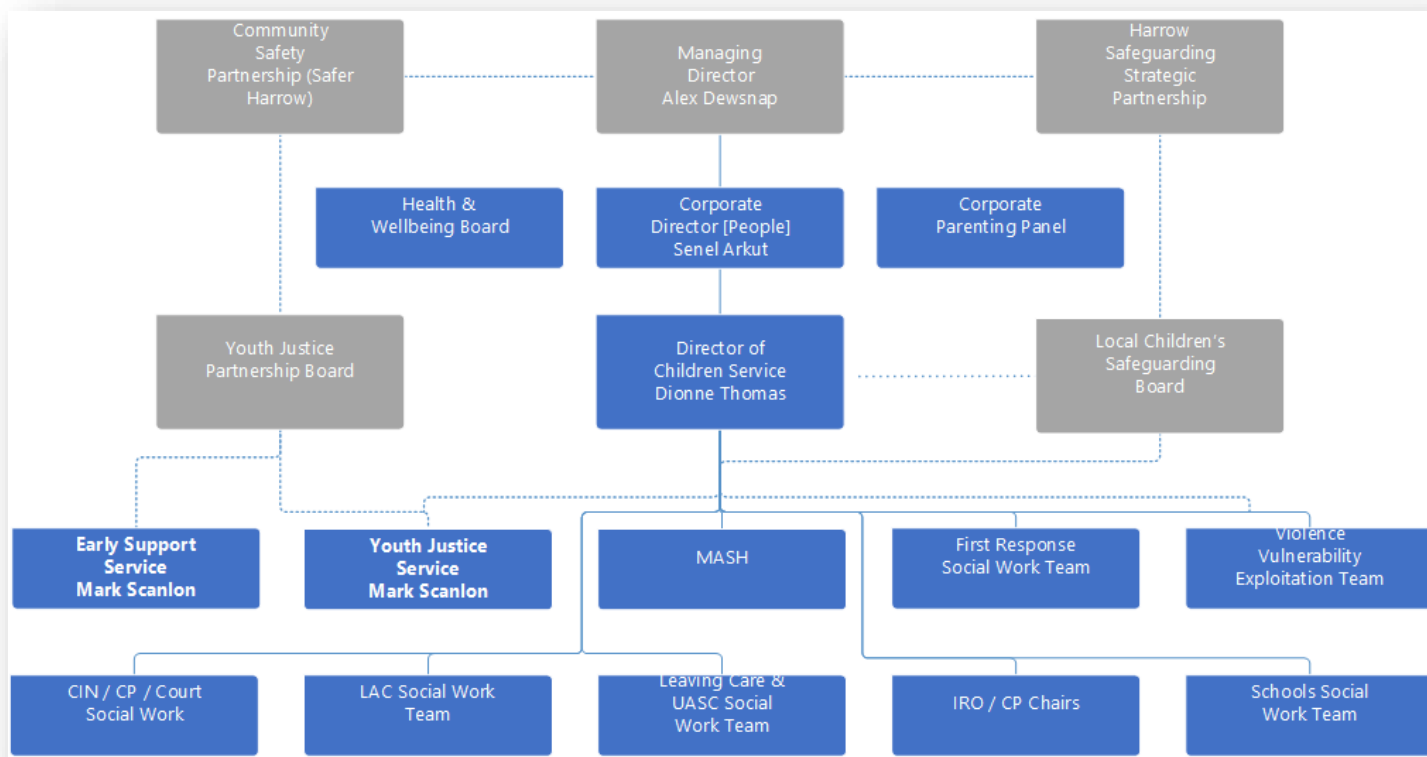
15.2. Looking forward

- Within 2023-24 The key priority areas for the Harrow Youth Justice system (team, partnership and board) are:
 - To carry out the improvement actions set out in our improvement plan based on the HMIP Inspection (as laid out in [Appendix 3 below](#))
 - To carry out the other areas of improvement listed above relating to
 - Board (including):
 - Increased participation of children and families in the Board
 - Data (including):
 - Increased representation of Children's views thematically captured
 - Routine engagement of children and families in intervention closure surveys
 - To develop our current areas of [innovative practice](#) and increase the evidence base through seeking academic research partner to work with (particularly our approach to the [psychologically informed development of staff](#) and our anti-racist [three pronged approach](#))
 - To undertake a self-evaluation of the local implementation of National Standards

- To fully implement the Engage and Turnaround (Prevention focused grant funded projects/programmes)
- For the Board's 3 subgroups (Voice, Disproportionality, Prevention) to start to deliver improved strategic and operational outcomes.
- To develop our web pages to show the range of services on offer and how we work
- To collaborate with others about the integration of YJS services into the development of [Family Hub models](#) of delivery of services.

	
Mark Scanlon – 22 June 2023 Assistant Director for Youth Justice & Early Help Peoples Directorate, London Borough of Harrow, Forward Drive, Harrow, HA3 8NT	Peter Tolley – June 2023 Director of Children's Services Peoples Directorate, London Borough of Harrow, Forward Drive, Harrow, HA3 8NT

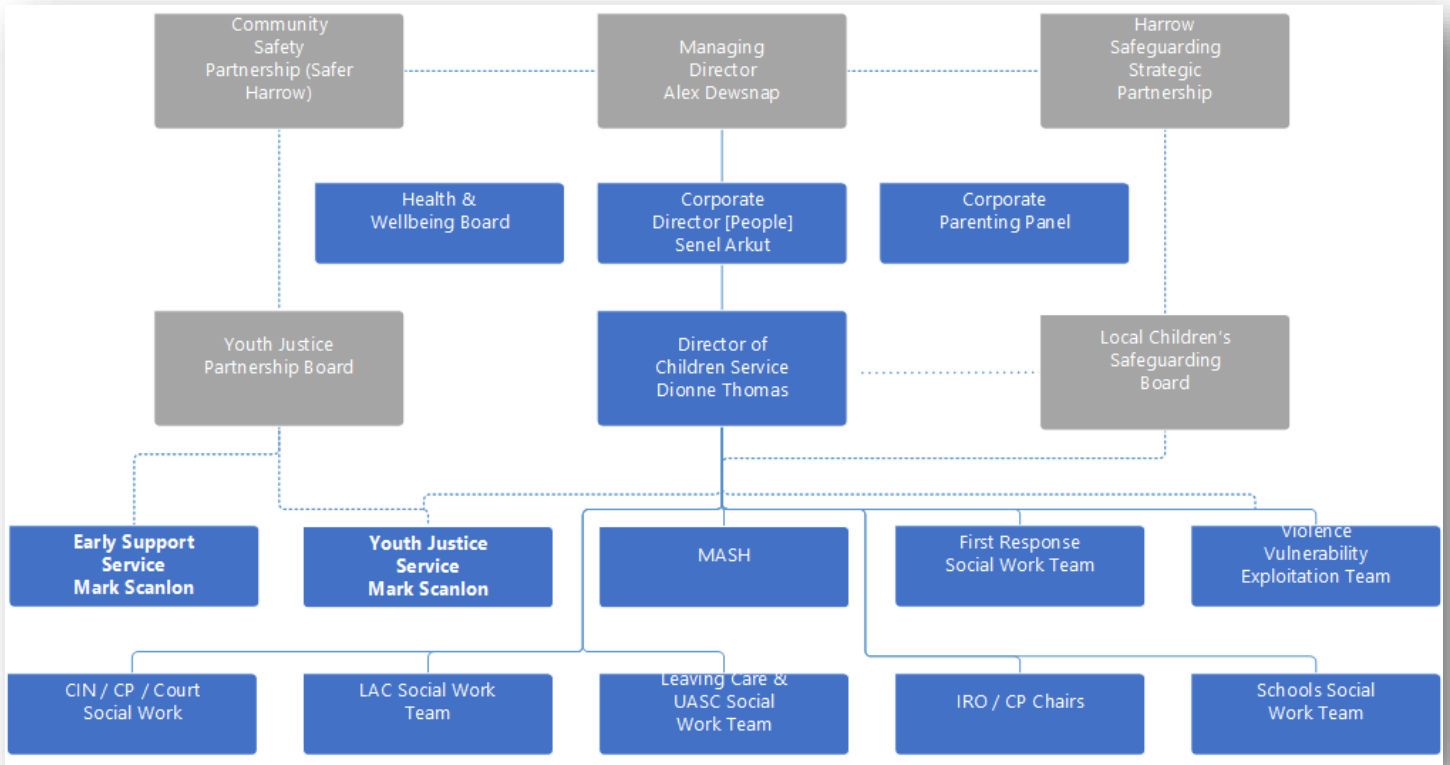
16. Appendix 1a - The YJ Team



Staffing table

Item	2021-2	Current	Comment / Note
Total staff headcount	26	25	Staff in team whose sole role is within YOT: 19
Total number of FTE posts	19.7	20.5	
Average caseload case managers	6	6.75	Current: 48 cases to 8 practitioners Previous Year: 54 cases to 8 practitioners
Percentage of workforce female	77%	72%	20 out of 26
Percentage of workforce Black Asian and Multi Ethnic	54%	56%	14 out of 26
Percentage of workforce with declared disability	0%	0%	

17. Appendix 1b - The relation of Harrow's Youth Justice Service to the Directorate, the Council and Additional Partnership Boards



18. Appendix 2 - Budget Costs and Contributions 2023/24

19. Appendix 3 – HMIP Improvement Plan

LBH YJS HMIP Improvement Plan - 16 December 2021

HMIP Recommendations are in red and blue font

The chair of the management board should:

1. Ensure that there is consistent attendance by representatives of the appropriate seniority from all statutory partners

What will the HYJS do? (Specifically)

- Review current membership specifically gaps in attendance and/or seniority
- Invite attendance from suitable representatives of all statutory partners
 - Ensure suitable induction pack and process
 - Ensure commitment to attending

Who will lead on it / be the responsible owner?

- Chair of the Harrow Youth Justice Partnership Board

How will we measure success?

- All core delegates of the partnership board to sign a commitment of undertaking

Timescales

- Q2 2022/3

2. Work with board members so they understand their role and the function of the YJS to enable them to challenge and advocate on behalf of the children and families accessing the service.

What will the HYJS do? (Specifically)

- Ensure all (and any new) members engage in a review/induction process by Q3 2022
- There will be a set of specific workshops for the Board themselves to produce an online document which outlines their role and the function of the YJS

Who will lead on it?

- Chair of the Harrow Youth Justice Partnership Board

How will we measure success?

- Peer review of the published document

Timescales

Q2-3 2022-3

The Harrow YJS partnership board should:

3. Ensure it is receiving analytical data that improves its understanding of the needs of children who access the YJS and better informs its strategic direction for the service

What will the HYJS do? (Specifically)

- Review the current data pack and frequency of production
- Propose a new data pack for monthly, quarterly and annual reports
 - Ensure more comprehensive data about Harrow Children's
 - a) desistence needs
 - b) vulnerabilities and risk factors
 - c) what works
 - Ensure voice of the child is apparent and captured and informed the strategic direction of the service
 - a) Implement satisfaction surveys for each young person worked with
- Work to implement young people's representation on the Harrow YJ Partnership Board
 - Consider and report back to Main Board on options for this (including inviting representatives of Harrow Youth Parliament, Corporate Parenting Panel Young People, YJ user participation groups, Shadow Board)

Who will lead on it?

- Head of Service

Supporters

- Data analyst
- Team Manager
- Representatives of Harrow Restorative Justice Team

How will we measure success?

- Internal scrutiny of the proposed data pack
- Peer review of our new data pack

Timescales

- By end of Q4 2022

4. Challenge and advocate for the YJS across the partnership to ensure that children are prioritised and able to access services and provision effectively to meet their needs

What will the HYJS do? (Specifically)

- The Board to engage in a workshop (or set of workshops) to produce a consolidated statement about the child focused mission and vision of the Board and partnership. Suitable form of words to be produced to be published on the Harrow YJS web pages. This to be added to the Board induction pack.
 - By Q2-3 2022-23
 - Head of Service / Board Business Manager to lead
- Establish an anonymous pathway (with an option to provide contact details) (using MS Forms) for YJ Practitioners to raise concerns directly to the Board (via Business Intelligence Unit) about any aspect of case work or partner service provision which in their view does not prioritise children (child first approach)³. These concerns to be collated and presented within the quarterly Board data pack.
 - By Q2 2022-23
 - Head of Service + Data Analyst
- The Board to ensure its revised Terms of Reference include specific reference to wanting to hear about such blockages whether they be child specific or systemic with a view to resolving any concerns or issues raised. The board to consider any such issues at each quarterly meeting.
 - By Q2 2022-23
 - Board Deputy Chair
- Ensure Escalation Policy is reviewed and known about by all relevant stakeholders. Ensure it addresses disproportionality and encourages an initially informal resolution and restorative focused approach. Note formal escalation should be the last resort and most matters would be expected to be resolved before this step is taken as outlined in the Youth Justice Service and Children's Social Care Joint-Protocol
- Statutory Core members will lead a review of practice against national standards
 - Statutory Partners will lead this and deliver a report to Board by Q4 2022-23

5. Ensure that there is provision and a clear pathway to identify and address the speech, language and communication needs of children known to the YJS.

What will the HYJS do? (Specifically)

- A) Review and report current provision to Board with recommendations
- B) Specify and Commission an enhanced provision*
- C) Devise quality and effectiveness assurance process

³ There will be an option to flag if the case is subject to a Turning Point delivered intervention

- D) Implement new pathways

Who will lead on it?

- HYJS Team Manager

Supporters

- Children's Commissioner for LA and for CCG

Timescales

- A) Q1 2022-23
- B) Q2 2022-23
- C) Q3 2022-23
- D) Q3-4 2022-23

How will we measure success?

- * The new specification will be made available as a separate document
- Publish the agreed pathway on the YJS web pages
- Undertake a satisfaction survey with all young people identified as requiring speech, language and communication needs support. Report the result of this each quarter to the Local Partnership Board

The Harrow Youth Justice Service should:

6. Ensure that all out-of-court disposal options are known, considered and promoted so that children can be diverted from the criminal justice system effectively

What will the HYJS do? (Specifically)

- Produce a comprehensive guide on all out of court disposal options for practitioners to share with Board members, service providing partners, children and families involved with the YJ Service.
- Include data in the Quarterly Board Data pack about the number of each type of O OCD disposal chosen through the weekly O OCD panel.
 - Specifically look for any bias against recommending Youth Cautions as HMIP highlighted this risk.
- Bench-mark against a range of other YOTs to ascertain if Harrow is within or outside of usual range
 - Consider other Boroughs within the Police NW BCU
 - Consider statistical neighbours
 - Consider London
 - Consider England

- Continue to participate in the six monthly London Wide MOPAC backed Met Police facilitated Multi Agency Scrutiny Panels which are participated in by MOPAC, YJB, Met Police, CPS and Judiciary which consider the suitability of disposal decisions and which in the first 4 panels over the last 2 years considered 100% of Harrow's decisions to be suitable. Report results to the local partnership board.

Who will lead on it?

- Operational managers will produce the guide
- Business Analyst will produce the data reports and bench marking reports
- Head of Service will continue to lead on the scrutiny panels

Supporters

- Team Manager + one statutory Board member to act as Champion/promoter

How will we measure success?

- Bench marking
- Data scrutiny
- Practice Evaluation theme at least once every year

Timescales

- Produce Guide by Q2 2022
- Produce local data report by Q1 2022
- Produce benchmarking data reports by Q3 2022
- Scrutiny Panels every 6 months
- Practice Evaluation theme at least annually

7. Formally collate feedback from children and families who access the service and use this to inform service delivery.

What will the HYJS do? (Specifically)

- Implement an annual survey of all children who have been involved with the HYJS during the preceding 12 months
- Implement a satisfaction survey for all children and their families/carers to be issued at the end of a period of intervention
- Implement an analysis of learning from Asset+ self-assessment questionnaires on a routine basis (ideally with each quarterly data pack)
- Create a work stream and allocate one core member of the partnership board and one member of the HYJS to lead on the development of a VOICE of the CHILD work stream which will consider and recommend options to the Board about how best to enable children and families who access the service to inform service delivery
 - Consider a range of options including:

- a) A shadow/children's board
- b) Running some Boards as twilight sessions or out of school times and inviting a range of children or children's representatives to attend (eg Harrow Youth Parliament, and/or Corporate Parenting CIC group and/or a HYJS user group*)

Who will lead on it?

- Head of Service

Supporters

- Portfolio Holder (council lead member) for children's services
- Service Management / Coordinators team
- At least one partnership board member
- One YJS Practitioner
- At least one YP (or representative)
- Young Harrow Foundation
- * Restorative Justice Coordinator

How will we measure success?

- Reports of questionnaire and self-assessment data (quarterly and annual summary)
- Establishment of a meaningful mechanism to gather involvement of children's views in strategic and operational matters
- Involvement of children and families in any new policies and strategies
- Harrow Youth Parliament continue to be involved in Overview and Scrutiny of the Annual YJ Plan

Timescales

- Annual Survey to Commence each Q1 – report to the following board meeting
- Satisfaction surveys on closure to commence from Q1 2022
- Consolidation of Asset+ VOICE questionnaires to commence reporting from Q1 2022
- VOICE workstream to commence from Q2 2022 with recommendations by Q3 2022 and implementation by Q4 2022

8. Improve the quality of delivery of interventions for all children where safety and wellbeing concerns or risks to others are identified.

What will the HYJS do? (Specifically)

- Establish a series of workshops⁴ for members of the Harrow Youth Justice Service to consider and develop best practice in planning, delivering and reviewing interventions. This will particularly include:

⁴ This may include external facilitators / trainers

- making suitable contingency arrangements for if risks increase
- maximising opportunities for engaging in restorative justice
- ensuring the safety and protection of actual or potential victims
- ensuring that the engagement and outcome of all externally delivered interventions are followed up on, are suitably recorded and taken account of in reviewing progress
- Strengthen the process of reviewing case work progress
 - a) Develop and report⁵ in the board data pack a data tracking tool to show “distance travelled” by individuals in terms of:
 - Risk of reoffending
 - Risk of Serious Harm (to others)
 - Risk to child’s own safety and wellbeing
- Assure that the joint protocol between the Harrow Youth Justice Service and Children’s Social Care Service results in effective co-working, collaboration and intelligence sharing within joint and integrated working opportunities⁶
- Review the Terms of reference of SWaRM and the interface between MACE and SWARM and any developments regarding an Adolescent Safeguarding Strategy / Operating Model / Practice Guidance
- Review Supervision Policy to ensure consideration of contingency planning/plans

Who will lead on it?

- Head of Service

Supporters

- External expert facilitators and trainers
- The leadership and management team
- Business Intelligence Analyst
- Victims lead / Victims representatives
- Restorative Justice Lead
- Client user group / representatives

How will we measure success?

- One member of the Youth Justice Partnership Board should be nominated as Champion to take a specific interest in these developments and be able to independently report back to the main Board about progress
- The Board will undertake a further self-evaluation
- The Board will consider inviting a peer review

Timescales

⁵ Show aggregated data within the Board data pack and show individual’s distance travelled tool to child files

⁶ Such as cases which are jointly allocated to Youth Justice Practitioners as well as Children’s Social Care Social Workers

- Planning for workshops and development sessions will take place within Q4 2021-2 and Q1 2022-3
- The first internal whole service workshop is booked for 19 January 2022
- Further whole service workshops / training sessions will be planned for delivery within Q2-4 2022-3 and thereafter twice yearly

The Metropolitan Police and Harrow Youth Justice Service should:

9. Review and improve communication between both services, particularly at operational level, to ensure effective information-sharing, joint working and progression reports in relation to all children participating in the Turning Point pilot.

What will the HYJS do? (Specifically)

- Ensure the memorandum of understanding which sets out the data sharing requirements and expectations is well understood by all Harrow YJS officers. Make available to all YJS staff on internal intranet site.
- Ensure that Turning Point's officers' reports of children's intervention plans, progress reports and outcome are received by Harrow YJS and copied into Harrow YJS case management recording systems.
- Promote good communications between Turning Point and Harrow YJS particularly at an operational level.
- Enable concerns to be flagged through the recognised escalation systems and in addition through the new anonymous pathway which will be developed as outlined against recommendation 4.

Who will lead on it?

- Head of Service for Harrow YJ

Supporters

- The Harrow Youth Justice Partnership Board Police Representative
- The Met Police Turning Point Lead and local lead
- Team manager Harrow YJS and Deputy Team Managers

How will we measure success?

- Anonymised concerns reported within the Data pack
- Published memorandum of understanding on internal intranet site
- Harrow YJS to contribute their findings to the University of Cambridge's evaluation

Timescales

- Reports from Turning Point case managers about plans, progress and outcomes are now being received routinely. Harrow YJS have received these for all cases which have been part of the

pilot since it was initiated. As they are received these reports are added to Harrow's Case Management Systems

- Communications will continue to be encouraged through the continuation of sharing and discussing Turning Point Quarterly newsletters within the team and through the continued attendance of Turning Point officers at Harrow Youth Justice Service Team meetings and presentations to the Partnership Board
- Additionally, the new mechanism for anonymously highlighting concerns⁷ to the Harrow YJ Partnership Board will be implemented in Q1 2022-3

⁷ This will be achieved through the use of Microsoft Forms which enables anonymous questionnaire returns.

20. Appendix 4 – Consultation

The 2023 update draft has benefited from a range of consultation including

- Community Safety Partnership (Safer Harrow) organised events about the most recently available data regarding crime, the perception of crime, those committing crime, victims of it and those supporting victims and perpetrators of crime. At these sessions the Community Safety Plan priorities were reviewed, considered and reformulated. The Youth Justice Partnership is a part of the wider Safer Harrow Community Safety Plan. The priorities identified within the YJ plan form an integrated part of the delivery of the Harrow Community Safety Plan.

The 2023 update will pass through a range of council procedures planned for the summer and autumn of 2023 including

- Portfolio Holder briefing: May / June 2023
- Key Decision notification of intention to proceed to Council sign off: August 2023
- Publication of incorporated reports to cabinet briefing: August/September 2023
- Overview and Scrutiny Committee: September 2023
- Cabinet reports and questions: September 2023
- Cabinet meeting: October 2023
- Council Meeting: November 2023

As part of additional consultation, the following questions are being asked

- Are the 5 local priorities outlined on the "[plan on a page](#)" graphic, the right ones?
 - What should be added / taken away / amended?
- [The Service Development Plan](#) section talks about: implementing, maintaining and developing a range of required and innovative best practice ambitions.
 - Do you think this section captures all it should?
 - Is there anything to be added, taken away or amended to this section
 - Associated [Challenges and Risks](#) are identified [here](#)
 - Are there others to be logged?
 - What mitigation is in place to manage these?
- How could you support the Harrow Youth Justice Partnership?
 - Support the work of the subgroups: Voice, Disproportionality, Prevention?
 - Support the Standards Self Assessment?
 - Support Training and Development?
 - Support operationally / volunteering?
 - Support Strategically: developing partnerships?
 - Other?
- Do you have any other comments on the 2023 YJ Plan update?

COUNCIL
30 NOVEMBER 2023

**INFORMATION REPORT – USE OF THE
URGENCY PROCEDURE - COUNCIL**

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Report for: Council

Date of Meeting:	30 November 2023
Subject:	Information Report – Use of Urgency Procedure - Council
Responsible Officer:	Jessica Farmer – Interim Director of Legal and Governance Services
Exempt:	No
Wards affected:	N/a
Enclosures:	None

Section 1 – Summary and Recommendations

This information report sets out details of decisions taken under the urgency procedure since the last meeting of Council.

Recommendations:
That the report be noted.

Section 2 – Report

In accordance with the delegations to Chief Officers, the Leaders of each of the Political Groups on the Council were consulted on the following urgent decisions, which were approved on behalf of the Council on the dates below as action was required prior to this Council meeting.

Designation of the Council's Section 151 Officer – 22 September 2023

It was agreed that Sharon Daniels, Head of Strategic and Technical Finance (Deputy Section 151 Officer) be designated as the Council's Section 151 Officer, a statutory post, until) until 31st March 2024.

Ward Councillors' comments N/A

Legal Implications

The Director of Finance and Assurance (Section 151 Officer) is a statutory role and a decision on behalf of full Council was required to designate this role.

Financial Implications

The Director of Finance and Assurance (Section 151 Officer) is graded at D3, £132,168 - £145,575. The cost of this post, which is budgeted for and part of the establishment, is £198,564 (including employers' oncosts). The budget available for the remainder of the financial year (September 2023 to March 2024) is £111,980 and is sufficient to cover the cost to end of March 2024, there is no impact of this appointment on the allocated budget.

Risk Management Implications

Risks included on corporate or 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

1. **A council that puts residents first**
2. **A borough that is clean and safe**
3. **A place where those in need are supported**

Section 3 - Statutory Officer Clearance

Statutory Officer: Ella Kesek
Signed on behalf of the Chief Financial Officer

Date: 21 November 2023

Statutory Officer: Jessica Farmer
Signed by the Monitoring Officer

Date: 22 November 2023

Mandatory Checks

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

Section 4 - Contact Details and Background Papers

Contact: Alison Atherton, Senior Professional Democratic Services
Email:alison.atherton@harrow.gov.uk

Background Papers: Urgent Decision Forms

If appropriate, does the report include the following considerations?

- | | |
|-----------------|-----|
| 1. Consultation | YES |
| 2. Priorities | n/a |

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COUNCIL
30 NOVEMBER 2023

INFORMATION REPORT - REMUNERATION
PACKAGES OF £100,000 OR GREATER

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Report for: Council

Date of Meeting:	30 November 2023
Subject:	Information Report – Remuneration Packages of £100,000 or greater
Responsible Officer:	Alex Dewsnap – Managing Director (Head of Paid Service)
Exempt:	No
Wards affected:	N/a
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out a summary of the remuneration packages approved by the Chief Officers' Employment Panel (COEP) from May 2023 - August 2023.

Recommendations:

That the report be noted.

Section 2 – Report

1. Department for Levelling Up, Housing and Communities (DHLUC) guidance ('Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011') states that the full Council should be given the opportunity to vote on any remuneration package of £100,000pa or greater.
2. The Council delegates authority to the Chief Officers' Employment Panel ('COEP') the determination of any remuneration package of £100,000, subject to all approvals being reported for information to the full Council.
3. Between August 2023 and October 2023, two roles were approved by the Chief Officers' Employment Panel.
4. Following the restructure of Resources Directorate senior management posts, COEP held on 31 August 2023 approved the following roles:
5. **Assistant Director of Corporate Strategy**

The Assistant Director of Corporate Strategy post is critical for coordinating and leading general strategy development, partnership, communication, performance and scrutiny, and commissioning activities across the Council and the Borough. The post also directly supports the Managing Director on broader policy matters and strategic cross-cutting issues and acts as the interface to the London Local Authority partnerships.

In October 2023, following a recruitment process in line with the Council policies, an appointment was made to the Assistant Director of Corporate Strategy post with a remuneration package of D1 £91,353 - £107,309 per annum, plus the employer's Local Government Pension Scheme.

6. **Assistant Director Digital, Data and Customer Experience**

The Assistant Director Digital, Data and Customer Experience post has been appointed through assimilation. An additional payment of £6,000 is paid to the Assistant Director of Digital, Data and Customer Experience postholder, based upon the Transformation role of the Director of Corporate Resources and Transformation needing to be delivered whilst the role is left vacant (following the role holder taking on the Managing Director role).

The additional duties to be carried out are listed below:

- Has responsibility for digital Transformation in collaboration with the Director of IT.
- Collaborate closely with executive leadership, business units, and IT teams to align digital strategies with organisational goals, enhance customer experiences, and drive operational efficiencies.
- Develop and implement a comprehensive digital transformation strategy and roadmap that aligns with the organisation's vision and goals.
- Lead and manage cross-functional teams to execute digital transformation initiatives, ensuring successful project delivery within defined timelines and budgets.
- Stay updated on emerging technologies, industry trends, and best practices related to digital transformation, and provide strategic recommendations to senior management. Collaborate with business units to identify opportunities for digital innovation and process improvement, leveraging technology to drive business growth and enhance operational efficiency.
- Foster a culture of digital transformation and innovation within the organisation, encouraging experimentation, learning, and continuous improvement. Partner with executive leadership to establish key performance indicators (KPIs) and metrics to measure the effectiveness and impact of digital initiatives.

Legal Implications

In accordance with the Constitution, the Chief Officers' Employment Panel is required to approve remuneration packages of £100,000 or greater for a Council Post. The Panel is required to report back to Council for information purposes on all such approved remuneration packages.

Harrow Council's Pay Policy Statement 2019 provides that: 'All employees, including Chief Officers, are normally appointed on the lowest pay spine column point for their job evaluated grade. In exceptional circumstances, employees may be appointed at a higher point within the evaluated grade. The Council may apply market supplement payments to jobs with recruitment or retention difficulties.'

Financial Implications

The salary for the Assistant Director of Digital, Data, and Customer Services, and Assistant Director of Corporate Strategy is fully accounted for in the relevant Directorate annual budget.

Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below. **n/a**

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? **No**

- The roles quoted in this report have the mandatory responsibility to deliver the Council's vision and values by addressing inequalities faced by the residents of Harrow.
- One of the responsibilities for the postholders is to promote equality, diversity and inclusion and reduce inequalities, ensuring that everyone can contribute through everyday actions to deliver the required health and well-being outcomes.

Council Priorities

1. **A council that puts residents first.**
2. **A borough that is clean and safe.**
3. **A place where those in need are supported.**

Section 3 - Statutory Officer Clearance

Statutory Officer: Jessie Man

Signed on behalf of the Chief Financial Officer

Date: 20/11/2023

Statutory Officer: Jessica Farmer

Signed on by the Monitoring Officer

Date: 21/11/2023

Chief Officer: Alex Dewsnap

Signed by the Managing Director

Date: 20/11/2023

Mandatory Checks

Ward Councillors notified: NO as it impacts on all Wards.

Section 4 - Contact Details and Background Papers

Contact: Akhil Wilson, Head of Resourcing – akhil.wilson@harrow.gov.uk

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