

COUNCIL MINUTES

14 NOVEMBER 2013

- Present:**
- * Councillor Nana Asante (The Worshipful the Mayor)
 - * Councillor Mrs Camilla Bath (The Deputy Mayor)
- Councillors:**
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| <ul style="list-style-type: none"> * Husain Akhtar * Sue Anderson * Marilyn Ashton * Christine Bednell * James Bond * Mrs Lurline Champagnie OBE * Kam Chana * Ramji Chauhan * Mrinal Choudhury * Bob Currie * Margaret Davine * Mano Dharmarajah * Tony Ferrari * Keith Ferry * David Gawn * Stephen Greek * Mitzi Green * Susan Hall * Graham Henson * Thaya Idaikkadar * Nizam Ismail * Krishna James * Manji Kara * Zarina Khalid * Jean Lammiman * Barry Macleod-Cullinane * Kairul Kareema Marikar * Ajay Maru * Jerry Miles * Mrs Vina Mithani | <ul style="list-style-type: none"> * Amir Moshenson * Chris Mote * Janet Mote * John Nickolay * Joyce Nickolay * Christopher Noyce * Phillip O'Dell * Asad Omar * Paul Osborn * Varsha Parmar * David Perry * Bill Phillips * Raj Ray * Christine Robson * Richard Romain * Anthony Seymour * Lynda Seymour * Navin Shah * Mrs Rekha Shah * Sachin Shah † Stanley Sheinwald * Victoria Silver * Bill Stephenson * William Stoodley * Krishna Suresh * Sasi Suresh * Yogesh Teli * Ben Wealthy * Simon Williams * Stephen Wright |
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- * Denotes Member present
- † Denotes apologies received

PRAYERS

The meeting opened with Prayers offered by Dr Suzanne Nti.

338. COUNCIL MINUTES

RESOLVED: That the minutes of the meeting held on 4 July 2013 and the extraordinary meetings held on 16 September 2013 and 24 October 2013 be taken as read and signed as correct records.

339. DECLARATIONS OF INTEREST

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

340. MAYOR'S ANNOUNCEMENTS

The Mayor requested that Council note the engagements she had undertaken. The Mayor thanked the Mayoral Team and Council staff for organising a superb parade for Remembrance Sunday. The Mayor also thanked Sai School of Harrow for providing refreshments and to their pupils who took part in the parade.

The Mayor also informed Council that she had attended Harrow's Twin Town Douai, as part of the remembrance celebrations.

341. PROCEDURAL MOTIONS

- (i) Councillor Stoodley moved that the referral of the 20 Minutes Free Parking Motion to Cabinet be disapplied to allow Council to debate the Motion and offer comments or recommendations to Cabinet in its consideration of the matter. Upon a vote this Procedural Motion was agreed;
- (ii) Councillor Perry moved that the referral of the Chief Executive – Senior Management Structure Motion and the Blacklisting of Employees Motion to Cabinet be disapplied to allow Council to debate the Motions and offer comments or recommendations to Cabinet in its consideration of the matters. The Mayor ruled that she would only be prepared to allow a vote on the referral of one Motion to Cabinet to be disapplied. Councillor Perry asked for the Chief Executive – Senior Management Structure Motion to be debated for comments or recommendations to be offered to Cabinet in its consideration of the matter. Upon a vote this Procedural Motion was agreed;
- (iii) Councillor Stoodley rose to move a Procedural Motion that the 20 Minutes Free Parking Motion be debated after Item 7 – Petition –

Cambridge Road Car Park. Upon a vote, the Procedural Motion was carried.

RESOLVED: That

- (1) that the referral of the 20 Minutes Free Parking Motion to Cabinet be disapplied to allow Council to debate the Motion and offer comments or recommendations to Cabinet in its consideration of the matter;**
- (2) that the referral of the Chief Executive – Senior Management Structure Motion to Cabinet be disapplied to allow Council to debate the Motion and offer comments or recommendations to Cabinet in its consideration of the matter;**
- (3) the procedural Motion under Rule 15.1, seeking the consideration of the 20 Minutes Free Parking Motion after Item 7 – Petition – Cambridge Road Car Park, be agreed.**

342. PETITIONS

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

- (i) Petition submitted by a resident containing 28 signatures of residents calling upon the Council to mark out parking areas that will allow vehicles to park 2 wheels on the curb in Belsize Road.

[The Petition stood referred to the Portfolio Holder for Community Safety and Environment.]

- (ii) Petition submitted by a resident containing 32 signatures of residents calling upon the Council to completely resurface Chicheley Road.

[The Petition stood referred to the Portfolio Holder for Community Safety and Environment.]

- (iii) Petition submitted by a resident containing 19 signatures of residents calling upon the Council to prioritise installing high powered street lights in Courtenay Gardens and improving lighting levels in the area.

[The Petition stood referred to the Portfolio Holder for Community Safety and Environment.]

- (iv) Petition submitted by a resident containing 50 signatures of residents calling upon the Council to resurface and level the pavement on both sides of Hamden Road.

[The Petition stood referred to the Portfolio Holder for Community Safety and Environment.]

- (v) Petition submitted by a resident containing 52 signatures of residents calling upon the Council to clean up the lane off Long Elmes (behind Natwest) and look to installing a gate and CCTV camera to prevent further fly-tipping.

[The Petition stood referred to the Portfolio Holder for Community Safety and Environment.]

- (vi) Petition submitted by a resident containing 15 signatures of residents calling upon the Council to prioritise installing high powered street lights in Mephram Gardens and Mephram Crescent, and improving lighting levels in the area.

[The Petition stood referred to the Portfolio Holder for Community Safety and Environment.]

- (vii) Petition submitted by a resident containing 27 signatures of residents calling upon the Council to completely resurface the Road surface and pavement on Monro Gardens.

[The Petition stood referred to the Portfolio Holder for Community Safety and Environment.]

- (viii) Petition submitted by a resident containing 60 signatures of residents calling upon the Council to resurface and level the pavement on both sides of Windsor Road and Clewer Crescent.

[The Petition stood referred to the Portfolio Holder for Community Safety and Environment.]

- (ix) Petition submitted by Councillor Graham Henson containing 733 signatures of residents objecting to yellow lines and parking restrictions for the bus route improvement scheme for Eastcote Lane.

[The Petition stood referred to the Portfolio Holder for Community Safety and Environment.]

- (x) Petition submitted by Councillor James Bond containing 587 signatures of residents objecting to the decision of *Everyone Active*, the management company that runs Harrow Leisure Centre, to close down the Harrow Climbing Wall.

[The Petition stood referred to the Portfolio Holder for Community and Culture.]

- (xi) Petition submitted by Councillor Krishna Suresh containing 300 signatures of residents calling upon the Council to reverse its decision taken at the Cabinet meeting on 17 October and without any delay make permanent provision for free 20 minutes car parking at Rayners Lane.

[The Petition stood referred to the Portfolio Holder for Community Safety and Environment.]

- (xii) Petition submitted by Councillor Richard Romain containing 21 signatures of residents calling upon the Council to have a no entry sign placed at the southern end (Pangbourne Drive End) of Regents Court.

[The Petition stood referred to the Portfolio Holder for Community Safety and Environment.]

- (xiii) Petition submitted by Councillor Richard Romain containing 8 signatures of residents calling on the Council to implement Restricted Parking (yellow lines) on Heronslea Drive.

[The Petition stood referred to the Portfolio Holder for Community Safety and Environment.]

- (xiv) Petition submitted by Councillor Sachin Shah containing 185 signatures objecting to the grant of a Premises Licence at Kenton Food and Wine, 235 Kenton Lane, Harrow, Middlesex, HA3 8RP.

[The Petition stood referred to the Portfolio Holder for Community Safety and Environment.]

343. PUBLIC QUESTIONS

There were no public questions submitted in accordance with Rule 11.

344. PETITION - CAMBRIDGE ROAD CAR PARK

- (i) In accordance with the Council's Petition Scheme, Members considered a petition which had initially been received at the Cabinet meeting on 12 September 2013;
- (ii) the petition contained 3,352 signatures and its terms were read by Mr Neville Hughes, Head Petitioner, as follows:

"We, the undersigned, object to Harrow Council's intentions to withdraw the one hour free parking concession in the Cambridge Road Car Park. We also object to the plans to withdraw the one hour free concession for on-street parking and replace it with 20 minutes only free parking."

- (iii) A debate was then held on the content of the petition. The comments made by Members are summarised as follows:
- If the 20 minute free parking across the borough was abolished it could lead to the economic recovery in North Harrow going into reverse;

- There was no fairness in parking charges across the borough;
- Free parking was key to the prosperity of shopping districts and centres;
- The parking policy required rectification;
- A parking system similar to Hillingdon Council was required;
- North Harrow was an area that still had to be nurtured carefully;
- Every area was unique and this had to be taken into account when implementing a parking system;
- 20 minutes free parking across the borough was the best interim solution until a comprehensive parking review had been conducted;
- 20 minutes free parking did not necessarily increase the footfall in shopping districts and centres;
- There was evidence that abuse of the 20 minute free parking period took place with replacement tickets obtained regularly;
- Work had been conducted with Hillingdon Council to investigate whether a similar parking system could be utilised in Harrow;
- A cross party working group could be established to look at parking across the borough;
- Any changes to the parking system in the borough had to be fair and sustainable.

RESOLVED: That the petition be referred to Cabinet for consideration.

345. LEADER AND PORTFOLIO HOLDER'S ANNOUNCEMENTS

- (i) The Leader of the Council, Councillor Susan Hall, introduced her report highlighting the achievements, challenges and proposals since the last ordinary meeting;
- (ii) Councillors Graham Henson, John Nickolay, Asad Omar, Paul Osborn and David Perry spoke and/ or asked questions of the Leader of the Council which were duly responded to.

346. CABINET MEMBERSHIP

Further to item 9 on the Summons, the Leader of the Council, Councillor Susan Hall, confirmed her Deputy Leader and the membership of the Cabinet and respective Portfolios as:

Portfolio	Councillor
Leader of the Council	
Community Safety and Environment	Councillor Susan Hall
Deputy Leader	
Adults and Housing	Councillor Barry Macleod-Cullinane
Business and Enterprise	Councillor Kam Chana
Finance	Councillor Tony Ferrari
Planning, Development and Regeneration	Councillor Stephen Greek
Community and Culture	Councillor Manji Kara
Children and Schools	Councillor Janet Mote
Communications, Performance and Resources	Councillor Paul Osborn
Health and Wellbeing	Councillor Simon Williams
Property and Major Contracts	Councillor Stephen Wright
Non Executive Cabinet Member	Councillor Graham Henson
Non Executive Cabinet Member	Councillor Thaya Idaikkadar
Non Executive Cabinet Member	Councillor David Perry

RESOLVED: That

- (i) it be noted Councillor Barry Macleod-Cullinane was the Deputy Leader of the Council;**
- (ii) the membership of the Executive (Cabinet), allocation of Portfolios to Executive Members for the remainder of 2013/14,**

together with the Terms of Reference of the Cabinet and the delegations to Portfolio Holders be noted as contained in Appendix I to these minutes.

347. COMMUNITY SAFETY PLAN

Further to Item 10 on the Summons, the Leader of the Council, Councillor Susan Hall, moved the recommendation set out in the report.

RESOLVED: That the Community Safety Plan 2013-2017 be agreed and adopted, as set out in appendix II to these minutes.

348. YOUTH JUSTICE PLAN 2013-14

Further to Item 11 on the Summons, the Leader of the Council, Councillor Susan Hall, moved the recommendation set out in the report.

RESOLVED: That the Youth Justice Plan 2013-14 be approved and submitted to the Youth Justice Board, as part of the Youth Justice Board grant conditions for 2013/14, as set out in Appendix III to these minutes.

349. CAPITAL PROGRAMME 2013/14 - ADDITIONAL SCHOOLS GRANT FUNDING

Further to Item 12 on the Summons, the Leader of the Council, Councillor Susan Hall, moved the recommendation set out in the report.

RESOLVED: That the 2013/14 Capital Programme be adjusted to include £9.583 million Targeted Basic Need Programme (TBNP) funding and the 2014/15 and 2015/16 Programmes be agreed as part of the budget setting process.

350. PUBLIC REGISTER OF DISPENSATIONS

Further to Item 13 on the Supplemental Summons, the Chair of the Standards Committee, Councillor Simon Williams, moved the recommendation set out in the report.

RESOLVED: That

- (1) if a dispensation is granted pursuant to Section 33 of the Localism Act 2011 within 28 days, details of the dispensation will be entered into a Register of Dispensations which will be maintained by the Monitoring Officer on behalf of the Standards Committee;**

- (2) the Register of Dispensations will be published on the Council's website by 1 December 2013 unless the dispensation relates to a sensitive interest pursuant to Section 32 of the Localism Act 2011 in which case limited information only may be published;
- (3) the Councillors' Code of Conduct be amended to reflect a requirement that any dispensations be declared verbally at meetings and in the event of blanket dispensations, the Chair of the relevant meeting declares this at the outset;
- (4) where the dispensation applies to sensitive information the register will state that the member has received a dispensation in respect of an interest, but the details of the interest to which the dispensation relates are being withheld pursuant to Section 32 of the Localism Act 2011.

351. APPOINTMENT OF CHAIRMEN TO COMMITTEES

- (i) a Member raised a Point of Order in that it was believed that the decision to appoint a Chair of the Call-in Sub Committee, Call-in (Education) Sub Committee and Chief Officers' Employment Panel was reserved to the Overview and Scrutiny Committee and Licensing and General Purposes Committee respectively as contained in the Committee Procedure Rules. The Mayor subsequently moved a Motion that the appointment of Chairs to the Call-In Sub Committee, Call-in (Education) Sub Committee and Chief Officers' Employment Panel be referred to the appropriate Committees. Upon a vote this was not agreed;
- (ii) the Mayor advised that there had been further nominations to the Chairmanships of the relevant Committees and Sub-Committee received from the Labour Group, which had been tabled;
- (iii) Councillor David Perry rose to additionally nominate Councillor Varsha Parmar as Chair of the Standards Committee;
- (iv) the Mayor took a vote on each nomination for each chairmanship.

RESOLVED: That the following Chairmen of Committees be appointed for the remainder of the Municipal Year 2013/14:

Overview & Scrutiny Committee	Councillor Jerry Miles
Standards Committee	Councillor Zarina Khalid
Call-In Sub-Committee	Councillor Jerry Miles
Call-in (Education) Sub-Committee	Councillor Camilla Bath
Chief Officers' Employment Panel	Councillor Susan Hall

352. QUESTIONS WITH NOTICE

In accordance with Rule 12, the questions submitted by Councillors and responded to by Portfolio Holders are contained at Appendix IV. Responses to those questions which were not reached during the period allowed for questions are also included and were circulated to Members in written form.

353. MOTION - CHIEF EXECUTIVE - SENIOR MANAGEMENT STRUCTURE

This Motion was not debated and in accordance with Rules 14.6 and 14.7, this Motion stood referred to the Executive.

354. MOTION - BLACKLISTING OF EMPLOYEES

In accordance with Rule 14.7, this Motion stood referred to the Executive.

355. MOTION - 20 MINUTES FREE PARKING

- (i) In accordance with Rule 16.7 and at Item 16(3) the Council noted the alteration of the Motion set out within the Summons and received the amended Motion in the names of Councillors Thaya Idaikkadar and David Perry in the following terms:

“This Council deplores the haphazard decision taken by the Tory Cabinet to stop the 20 minutes free parking roll out across the Borough which was drawn up and introduced by previous administrations.

This decision was taken to help the local traders and the residents who are already struggling under the immense pressure of the increased cost of living.

It is clear, from the comments made by the members of public and traders at the last Cabinet meeting, that the Traders of Rayners Lane in particular and residents and local shops across the Borough in general, do not understand the decision taken by the Tory Cabinet which was based on incomplete information and with a total lack of consultation.

“This Council calls upon the Leader of the Council, Cllr Susan Hall, to urgently reconsider this decision and roll out free 20 minutes parking across the Borough until June 2014 so that a thorough and objective assessment with input from local businesses can be made by the incoming administration following the 2014 Council elections”.

- (ii) Upon a vote, the Motion, as amended, was agreed for submission to the executive.

RESOLVED: That the substantive Motion as set out at (i) above, be referred to the Executive.

356. MOTION - HARROW COUNCIL'S CONSTITUTION

- (i) At Item 16(4), the Council received a Motion in the names of Councillors Krishna James and Asad Omar in the following terms:

“This Council will do all it can to ensure that the Constitution is not undermined and that decisions taken by this Council have the confidence of Councillors, Staff and Residents.”

- (ii) Upon a vote, the Motion was agreed.

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

357. DECISIONS TAKEN UNDER THE URGENCY PROCEDURE - COUNCIL

The Director of Legal and Governance Services advised of three urgent decisions taken in respect of matters reserved to Council since the last meeting.

RESOLVED: That the decision taken under delegation by the Director of Legal and Governance Services, on behalf of Council, be noted.

358. TERMINATION OF MEETING

- (i) Prior to Item 15 (Questions With Notice), a Member moved a proposal that the closure of time for the Council meeting be extended until the conclusion of Item 16(1) (Motion – Chief Executive – Senior Management Structure). Upon a vote, this proposal was not agreed.
- (ii) At 10.30 pm, in the course of the consideration of Item 15 (Questions With Notice), the Mayor advised that the ‘guillotine’ procedure had come into operation for the determination of the remaining business on the Summons and was applied to Items 15 (Questions With Notice), 16(1) (Motion: Chief Executive – Senior Management Structure), 16(4) (Motion: Harrow Council’s Constitution) and 17 (Decisions Taken Under the Urgency Procedure - Council).

RESOLVED: That the provisions of Rules 9.2 and 9.3 be applied as set out at (i) and (ii) above.

(CLOSE OF MEETING: All business having been completed, the Mayor declared the meeting closed at 10.32 pm).

TERMS OF REFERENCE AND DELEGATION OF DUTIES TO THE CABINET, PORTFOLIO HOLDERS, ADVISORY PANELS AND CONSULTATIVE FORUMS

EXECUTIVE (CABINET)

The Cabinet as a whole will have responsibility for the following functions:

- (1) The development of proposals for the budget (including the capital and revenue budgets, the fixing of the Council Tax Base, and the level of Council Tax) and the financial strategy for the Council.
- (2) The monitoring of the implementation of the budget and financial strategy.
- (3) To recommend major new policies (and amendments to existing policies) to the Council for approval as part of the Council's Policy Framework and implement those approved by Council.
- (4) To prepare and agree other policies and plans for implementation by Portfolio Holders and others.
- (5) The approval of the Council's Transformation Programme and of the implementation of projects emerging from that Programme.
- (6) The approval and management of the Council's Capital Programme and Strategy.
- (7) All key decisions – namely:
 - (i) an executive decision which is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates; or
 - (ii) an executive decision which 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.

- (8) The award of contracts over £500,000 and all matters reserved to the Executive under the Contract Procedure Rules.
- (9) All decisions, which are expected to result in variations to agreed revenue or capital budgets.
- (10) Agreement to all virements between budgets as set by the Financial Regulations.
- (11) To determine all non-key decisions which either fall outside Cabinet policy or agreed Executive guidelines, or have been referred to the Executive by the relevant Portfolio Holder or Corporate Director.
- (12) To determine all recommendations and references from the Council or any of its Committees or sub-committees and which the Cabinet considers are appropriate for collective decision.
- (13) The approval of HRA Rents.
- (14) Quarterly to act as the Performance Board overseeing strategic performance issues.

Role and Areas of Responsibility of Portfolio Holders (Cabinet Members)

General Responsibilities

- (1) All Portfolio Holders have the general responsibility of ensuring the effective management and delivery of executive functions within their area of responsibility and within the following framework:
 - the Council's overall strategic, corporate and policy objectives and all statutory and other plans and strategies approved by the Council;
 - the approved revenue and capital budgets;
 - the law and the Council's Constitution;
 - the decisions made at full meetings of the Cabinet.
- (2) All Portfolio Holders share the responsibility for ensuring:
 - the development, co-ordination, promotion and implementation of the Council's statutory plans and strategies and for the setting of the Council's objectives;

- that the Council delivers value for money in all that does;
- the delivery of Public Health responsibilities;
- the oversight, development, monitoring and promotion of all executive services provided by the Council within the appropriate performance management framework;
- that suitable and proper arrangements are made for the procurement, development, monitoring and promotion of all services relating to executive functions, which are provided under contract to the Council;
- the promotion of the interests of the Borough, and of all the residents, businesses, other organisations and stakeholders within Harrow;
- that a community leadership role is taken by the Council across the public, voluntary and business sectors involving the development of good and effective working links with all sectors;
- the promotion and implementation of an effective equal opportunities policy in relation both to the employment of staff and the delivery of services;
- the promotion of services which are sustainable, improve community safety, make for more open government, provide opportunities for resident participation in delivering outcomes and include new methods of community engagement;
- that proper arrangements are made for consultation and participation with residents and service users in decision making and the development of key statutory plans and local community plans.

The Leader of the Council

The Leader of the Council shall have the following responsibilities:

- When present to chair meetings of the Cabinet;
- Appoint and dismiss Portfolio Holders and the Deputy Leader;
- Appoint to and dismiss from committees of the Cabinet;
- To determine from time to time the roles and areas of responsibility of Portfolio Holders;
- In the absence of a Portfolio Holder, or on written notice to that Portfolio Holder, to exercise any of that Portfolio Holder's functions him/herself or arrange the discharge of those functions by another Portfolio Holder or a Corporate Director;

- To act as Chairman of the Health & Wellbeing Board, and in relation to this support and liaise with the Portfolio Holder for Health & Wellbeing on health and wellbeing matters;
- To act as Chairman of the Council's Improvement and Commissioning Boards;
- To act as Chairman of the Major Developments Panel and liaise with appropriate Portfolio Holders on the Council's strategic major projects;
- Lead and coordinate the development and implementation of the Council's statutory and other plans and strategies including:
 - (i) the Council's vision, corporate priorities, corporate plan and objectives,
 - (ii) the needs of the Borough and local communities on matters of comprehensive, corporate and strategic importance,
 - (iii) the Council's overall performance.
- To oversee the allocation of resources to implement the Council's plans and strategies and to meet the Council's objectives;
- Take responsibility for the review of the pay and conditions of Chief Officers;
- Liaise on behalf of the Council with Government Departments, the Greater London Authority, London Councils, West London Alliance and other local and public bodies;
- Respond to Central Government, the Greater London Authority and Local Authority Associations' consultation exercises and to requests for information and to any other consultation papers and requests for information;
- To oversee the governance of the Harrow Strategic Partnership through Harrow Chief Executives, Assemblies and Summits;
- Make proposals for the appointment of Councillors or other persons on outside bodies as representatives of the Council;
- Make proposals to Council for the setting of the levels of Councillor allowances and expenses;
- Champion Member Development and oversee development of the Member Development Programme through the Member Development Panel;
- Keep under review and make proposals for changes to the Constitution;
- To oversee the arrangements and overall budgets of the Members' Secretariats;

- To oversee the arrangements for all civic and ceremonial matters;
- To take a lead on behalf of the Council in promoting and sustaining a high ethical standard of conduct by elected Members in accordance with the adopted Code of Conduct for Councillors;
- To endeavour to ensure that the decisions and activities of the Council at all times have regard to the highest possible standards in furtherance of the ethical agenda and all Members of the Council adhere to the Code of Conduct;
- To maintain an overview of the finances of the Council working closely with the Portfolio Holder for Finance.

Deputy Leader of the Council

The Deputy Leader of the Council shall have overall responsibility for:

- Undertaking the responsibilities and delegated powers of the Leader of the Council, to the extent permitted by the Constitution, in the absence of the Leader;
- The chairing of meetings of the Executive in the absence of the Leader of the Council.

Portfolio Holder for Business and Enterprise

- To oversee and direct the effective development and implementation of the following key Place Shaping strategies:
 - Economic Development Strategy
 - Town Centre Strategy
 - West London economic development planning

working in conjunction with the Portfolio Holder for Planning, Development and Regeneration;

- To oversee the development and maintenance of positive links and partnerships with other organisations and businesses to secure the improvement and development of essential social infrastructure;
- To ensure the coherent development of district shopping centres working in conjunction with the Portfolio Holder for Planning, Development and Regeneration;
- To act as the lead Member for the Council's engagement with business;

- To oversee the development and delivery of the Council's vision in terms of strategic planning for the future social, environmental and economic development and regeneration of Harrow working in conjunction with the Portfolio Holder for Planning, Development and Regeneration;
- To ensure the Council's procurement strategies support local businesses and that the Council has effective procurement systems and processes in place working in conjunction with the Portfolio Holder for Finance.

Portfolio Holder for Finance

To be responsible for the development and maintenance of the Council's finance and procurement functions including:

- To develop and maintain a coherent, sustainable financial strategy for Harrow;
- To ensure that the development of proposals for and consultation on the annual budget take place within the requirements of the Budget and Policy Framework Rules and good corporate governance practice;
- To oversee the development of clear systems and structures for budget development, management and monitoring; in particular, for the Council's revenue and capital budgets including the Housing Revenue Account;
- To ensure that the Council's arrangements for treasury management and pension fund investments are effective;
- Bring forward proposals for any review of fees and charges made by the Council;
- To ensure procedures for virement within budgets are updated as appropriate and followed at Member and officer level;
- Evaluate the financial procedures of the Council and recommend improvements;
- To ensure the Council's procurement strategies support local businesses and that the Council has effective procurement systems and processes in place working in conjunction with the Portfolio Holder for Business and Enterprise;
- To ensure that the Council has effective procedures for the recovery of Council Tax, Business Rates and parking income and any other fees and charges;
- To ensure the effective administration of Housing Benefits;
- To ensure a co-ordinated Council response to government changes to welfare benefits, working closely with the Leader.

Portfolio Holder for Environment & Community Safety

(A) Environment

To be responsible for the development and delivery of the Council's Environment Services functions including:

- Environmental Health and Protection Services;
- Licensing Services;
- Public Realm Enforcement & Crime Reduction;
- Waste Management;
- Public Realm Infrastructure & Maintenance;
- Operational Property Management & Maintenance;
- External Sports Facilities Maintenance;
- Facilities Management (excluding Schools);
- Property & Public Realm Investment Programmes;
- Transportation policy;
- Waste and public realm policy;
- To oversee the development, and implementation of policies and strategies to address climate change;
- To oversee the development and implementation of policies and strategies and the monitoring of environmental and public protection services including:
 - Waste Management Strategy
 - Local Implementation Plan (Transportation)
 - Waste Strategy
 - Play Strategy in conjunction with Portfolio Holder for Community and Cultural services;
- To oversee the development and implementation of the Council's Sports, Recreation & Open Spaces Strategy in liaison with the appropriate Portfolio Holders;
- To oversee the development and maintenance of positive links and partnerships with other organisations and businesses to improve the transport services within Harrow in consultation with the Portfolio Holder for Planning & Regeneration.

(B) Community Safety

- To oversee the development and implementation of the Crime & Disorder Reduction Strategy (including Community Safety);
- To oversee Police relationships, including Safer Neighbourhoods Teams;
- To oversee the commissioning and support of Harrow's approach to the misuse of drugs and alcohol, and crime reduction.

(C) Risk, Audit & Fraud

- To ensure that the Council has effective risk management and internal control systems and processes in place;
- To ensure the development and maintenance of effective business continuity and emergency planning;
- To oversee the Council's arrangements for health safety and welfare;
- To oversee the Council's arrangements for internal audit;
- To oversee all matters relating to corporate anti fraud activities;
- To oversee the Council's insurance arrangements.

Portfolio Holder for Planning, Development and Regeneration

To be responsible for the policy direction of the Council's Place Shaping, Regeneration, Planning and Development functions including:

- Strategic planning policy and implementation including:
 - Planning policy and research
 - Economic Development
 - Housing policy (in consultation with the Portfolio Holder for Housing)
 - Development Management
 - Building Control
 - Conservation and Design
 - Open Spaces & Green Belt policy
 - Town Centre & Major Projects activity
 - Town Centre Management.

- To oversee and direct the effective development and implementation of the following key Place Shaping strategies:
 - Local Development Framework, including the core strategy, the opportunity and intensification area, and the area action plan;
 - Economic Development Strategy;
 - Town Centre Strategy;
 - West London Sub-regional planning, economic development and waste planning;

working in conjunction with the Portfolio Holder for Business and Enterprise.

- To ensure that all aspects of the Environment and Enterprise Directorate's work involves appropriate and effective community engagement;
- To ensure the coherent development of district shopping centres working in conjunction with the Portfolio Holder for Business and Enterprise;
- Act as the Member level 'Design and Heritage Champion' for the Authority;
- To oversee the development and delivery of the Council's vision in terms of strategic planning for the future social, environmental and economic development and regeneration of Harrow working in conjunction with the Portfolio Holder for Business and Enterprise;
- Chair the Council's Planning Committee or equivalent body unless an alternative nominee is appointed by the Full Council, and the Council's Local Development Framework Panel;
- To provide policy direction in respect of the Council's strategic Major Projects Programme in consultation with the relevant Portfolio Holders including:
 - The development of the central Harrow opportunity and intensification area and of district shopping centres;
 - Co-location of services with partners.

Portfolio Holder for Children and Schools

(A) Children

To be responsible for the development and delivery of the Council's Children's Services including:

- To be the lead member for Children's Services, including overseeing compliance with Statutory Duties and reporting requirements as set out in the Children Act 2004;

- To oversee the strategic development and delivery of all aspects of Children's Services including:
 - Safeguarding, Family Placement and Support
 - Young People's Services
 - Special Needs Services
 - Integrated Early Years and Community Services;
- To Chair the Children's Trust Board and to be a member of the Children and Young People's Partnership and the Local Safeguarding Children Board;
- To oversee the performance of Children's Services in relation to national targets and priorities and to take account of any issues arising from external inspection and the performance assessment role of Ofsted;
- To oversee and promote corporate parenting responsibilities for children looked after and representation on the Fostering Panel and Adoption Permanence Panel;
- To oversee the Commissioning and monitoring, with Health, of Children's Health Services including Child and Adolescent Mental Health Services from health service providers and community and voluntary organisations working in conjunction with the Portfolio Holder for Health and Wellbeing;
- To oversee the development and review of the Children and Young People's Plan;
- To ensure the development and maintenance of positive links and partnerships with local agencies, organisations and businesses to support the delivery of these services;
- To oversee consultation, liaison and the maintenance or positive links with the local Youth Parliament and Harrow members of the UK Youth Parliament;
- To oversee the development and implementation of policies, strategies and procedural arrangements in line with statutory requirements for the provision of the Council's social services functions for young people;
- To oversee the commissioning and contracting arrangements for the provision of services within the council and jointly with other partner agencies;
- To oversee the quality assurance and inspection functions;
- To be responsible for the Council's Multi-Agency Protection Arrangements;

- To lead on partnership with the Health Service in relation to Children working in conjunction with the Portfolio Holder for Health and Wellbeing.

Schools

To be responsible for the development and delivery of policies, strategies and procedural arrangements in line with statutory requirements in relation to schools in Harrow;

- To be responsible for the development and delivery of the Council's function as a Local Education Authority in relation to the provision of schools and commissioning post-16 provision within the Borough including:
 - Schools
 - Achievement and Inclusion
 - Ethnic Minority Achievement Service
 - Harrow Tuition Service
 - Teachers' Centre
 - Children's Centres
 - Education Business Partnership
 - Governor Services
 - Education Welfare Services
 - Harrow Schools Improvement Partnership
 - Admissions and Place Planning
 - School Organisation;
- To oversee and ensure high quality relationships are built with all statutory and voluntary sector partners with particular emphasis on schools;
- To oversee the development, promotion and implementation of the following:
 - Harrow 14-19 Strategy
 - Student Advisory Group
 - School's Forum
 - Stakeholder Reference Group
 - Education Services Consultation Forum;

- To be the lead member for schools, including overseeing the maintenance, compliance with Statutory Duties and reporting requirements of the Council in relation to schools in Harrow;
- To oversee education strategies to support the Narrowing the Gap agenda including achievement, attendance, behaviour and exclusion issues;
- To oversee the performance of Schools in Harrow in relation to national targets and priorities and to take account of any issues arising from external inspection and the performance assessment role of Ofsted;
- To discharge the Local Authority's responsibilities for the appointment of Local Authority Governors and dealing with complaints against them;
- To oversee consultation, liaison or other partnership arrangements on education matters with the Standing Advisory Committee on Religious Education, pupils/students, staff, parents, governing bodies and Government Departments including the Young People's Learning Agency and Skills Funding Agency;
- Jointly with other Portfolio Holders to oversee the development of a strategy for social inclusion;
- To ensure the development and maintenance of positive links and partnerships with local agencies, organisations and businesses to support the development of schools in Harrow.

Portfolio Holder for Property and Major Contracts

To be responsible for the policy direction for the development of the Council's property assets and the development and delivery of the Council's major partnership contracts:

(A) Property

- To provide policy direction to ensure the effective development of the Council's property assets;
- To ensure that development of the Council's assets is undertaken in a coordinated and collaborative way with partners;
- To authorise the acquisition or disposal of land holdings up to a value of £250k, other than disposal at less than best consideration, and to respond to any enquiry in relation to the Council's interests in land.

(B) Major Contracts

- To oversee the procurement and commercial management of all major contracts, liaising with the Leader and the Portfolio Holder for Finance;
- To monitor, in consultation with the relevant Portfolio Holders, the performance of all major strategic contracts with an annual value of over £1m including the ongoing operation of existing contracts;
- To approve extensions of contracts where the value is more than £1million and the extension would account for an additional cost of 10% or more of the contract value;
- To approve the settlement of Disputes and Claims where the value of the claim exceeds £1m, in consultation with the relevant Portfolio Holders.

Portfolio Holder for Health and Wellbeing

- To be responsible for the promotion of public health and wellbeing in consultation with the Leader and in liaison with appropriate Portfolio Holders;
- To lead on partnership with the Health Service;
- To oversee the development and implementation of Supporting People working in conjunction with the Portfolio Holder for Adults and Housing;
- To oversee joint commissioning responsibilities with Health for:
 - Mental Health Services
 - Learning Disability Services
 - Older People and Physical, Sensory and Disability Services
 - Carers

working in conjunction with the Portfolio Holder for Adults and Housing.

- To promote wellbeing across the Council;
- To lead on external relationships including the voluntary and private sector in relation to Health and Wellbeing;
- To oversee the Commissioning and monitoring, with Health, of Children's Health Services including Child and Adolescent Mental Health Services from health service providers and community and voluntary organisations working in conjunction with the Portfolio Holder for Children and Schools;
- To lead on partnership with the Health Service in relation to Children working in conjunction with the Portfolio Holder for Children and Schools;

- To oversee Public Health working closely with other Portfolio Holders.

Portfolio Holder for Adults and Housing

(A) Adults

To be responsible for the development and delivery of the Council's Adults Social Care functions including:

- To be the lead member for Adult Care Services including overseeing compliance with the Statutory Duties and reporting requirements in relation to Adult Care Services;
- To oversee the performance of Community Care Services in relation to national targets and priorities and to take account of any issues arising from external inspection and the performance assessment role of the Care Quality Commission;
- To oversee the protection and safeguarding of vulnerable adults;
- To oversee the development and implementation of Supporting People working in conjunction with the Portfolio Holder for Health and Wellbeing;
- To oversee the direct provision for Community Care Services and lead on service user engagement;
- To oversee joint commissioning responsibilities with Health for:
 - Mental Health Services
 - Learning Disability Services
 - Older People and Physical, Sensory and Disability Services
 - Carersworking in conjunction with the Portfolio Holder for Health and Wellbeing;
- To oversee the development and implementation of policies and strategies for the provision of adults care services in the Borough including:
 - Adults Transformation
 - Personalisation;
- To lead on external relationships including the voluntary and private sector in relation to Adult Social Care.

(B) Housing

To be responsible for the development and delivery of the Council's housing services, including:

- To oversee the development and implementation of policies and strategies for the provision and improvement of housing in the Borough;
- To oversee development and delivery of the Housing Ambition Plan and Housing's vision;
- To ensure maximum opportunities exist to engage residents in the development and delivery of all housing services and that regular opportunities exist to test tenant and leaseholder satisfaction and to ensure that feedback is used to improve services;
- To ensure the HRA remains viable and provides value for money services working closely with the Portfolio Holder for Finance;
- To recommend variations in rent levels;;
- To ensure that residents can readily access housing services and that customers are empowered to make the best of their housing situation;
- To ensure that housing services know its customer profile and tailors its services accordingly;
- To ensure that all services to tenants are set out in clear standards;
- To ensure accommodation provision for households in need, through Council provision, or in consort with Housing Associations and developers;
- To ensure that temporary accommodation is provided for those in urgent need or who are homeless;
- To ensure an assessment of future housing needs within the Borough is regularly taken and informs future services;
- To oversee the maintenance, repair and improvement of the Council's housing stock;
- To oversee the development of high standard services to Council tenants and leaseholders;
- To promote satisfactory standards in housing accommodation in the private sector and ensure enforcement actions are taken as appropriate;
- Jointly with other Portfolio Holders to oversee the development of a strategy to support social inclusion in the provision of local housing;

- To oversee the development and delivery of the Council's Housing Strategy in consultation with the Portfolio Holder for Planning and Regeneration;
- To work with private landlords, housing associations and developers to ensure that opportunities for the provision of affordable housing are maximised.

Portfolio Holder for Community and Culture

To be responsible for the development and delivery of the Council's Community and Culture services including:

- To be the lead member for Library Services including overseeing compliance with the Statutory Duties and the delivery of contractual requirements for the provision of library management services by external contractors or partners.
- To oversee the performance of the Leisure Management Service contract in relation to Harrow's leisure sites monitoring the delivery of contractual requirements by external contractors or partners.
- To oversee the strategic development, delivery and general management of the following services and functions on behalf of the Council including:
 - Culture and Arts Services including Harrow Music Service
 - The Harrow Museum Heritage Centre and Headstone Manor including the Local History Collections (Archives)
 - Voluntary and Community Sector (VCS) Support including Discretionary Grants, VCS accommodation and the Council's Third Sector Investment Strategy
 - Community Cohesion, Hate Crime and Community Tension Monitoring and PREVENT activity, responding to national, regional and local initiatives and activity
 - Sports Development and Physical Activity including the support of Harrow Community Sport & Physical Activity Network
 - Adult, Community & Family Learning including performance against OFSTED requirements
- To oversee and monitor the performance of other external Service Providers e.g. Harrow Community Music Hub, Harrow Community Learning Providers
- To oversee effective development and implementation of the following key plans and strategies:
 - Cultural Strategy
 - Community Learning Strategy

- Outdoor Sports & Playing Fields Strategy
- 'Third Sector' strategy and Third Sector Investment Plan
- To oversee the promotion and development of positive links, joint working arrangements and partnerships with the voluntary, community and faith sectors, reflecting the full diversity of the borough.
- To oversee the promotion and development of positive links, joint working arrangements and partnerships with the arts, cultural and heritage sectors, reflecting the full diversity of the borough.

Portfolio Holder for Communications, Performance and Resources

To be responsible for the strategic development and effective performance of the Council's corporate services including:

(A) Communications

- To oversee the delivery of Council publications including Harrow People and A-Z of Council Services;
- Champion a set of marketing campaigns in support of the Council and its services;
- To oversee internal communications and staff awards;
- Give direction to the Council's media relations in support of promoting the Council's reputation;
- Promote the Council's branding to deliver consistency across services and to improve residents' awareness of our services.

(B) Performance

- To oversee the ongoing development and delivery of the Council's performance management framework to set objectives and monitor progress against their delivery and to report progress and key issues to Cabinet;
- To support Improvement and Commissioning Boards across all Council services;
- To oversee the Council's responses to its inspectorates;
- To steer the development of the Council's priorities in response to performance, consultation, research and customer feedback;

- To support the development of the Council's equalities framework and monitor progress to drive improvement;
- To oversee the Council's Performance Management Framework and the Corporate Improvement Boards to ensure the Council is performing to its full potential.

(C) Customer Services

- To oversee all matters relating to Access Harrow, Customer Care and Complaints;
- To oversee the management and implementation of the Customer Access Strategy.

(D) IT

- To ensure the development and maintenance of a coherent IT strategy;
- To ensure the effective delivery of IT services, through the contract with Capita;
- To ensure that disaster recovery arrangements are developed, implemented and maintained;
- To ensure that the Council has effective information management and information security arrangements.

(E) Human Resources & Development

- To oversee all Human Resources matters including recruitment, learning and development, performance management, employment policies and procedures, employee relations and equal opportunities;
- To ensure the development and delivery of the Council's Strategy for People;
- To oversee the Council's relations with its Trades Unions;
- Chair the Council's Employee Consultative Forum (ECF) or equivalent body.

(F) Shared Services

- To ensure that the Council has effective payroll and pensions administration systems and processes in place;
- To ensure the delivery of accounts payable and accounts receivable services;

- To ensure the delivery of SAP support services;
- To ensure the delivery of other shared services such as cashiers, post, print, and scanning and indexing services;
- To ensure the delivery of the financial assessments service for social care clients.

(G) Legal & Governance

- To oversee development of the shared legal practice;
- To oversee the conduct of litigation by or against the Council;
- To oversee the Corporate Governance of the Council in line with the Constitution;
- To ensure the delivery of the Registry Office services;
- To oversee the support for the Mayor's office.

(H) Business Transformation

- To oversee the development of the Council's Transformation Programme in support of delivering a balanced medium term budget;
- Monitor the Council's Transformation Programme;
- Steer the Council's commercial relationships with its Transformation Partners.

<p>Welcome to Harrow's Community Safety Plan covering the three years 2013/14 to 2016/17.</p> <p>Community safety is not just about crime; it refers to all actions that can cause harm to communities. This includes environmental and pollution issues, substance misuse, domestic violence and child and adult safeguarding. These issues are often related and require collaborative working across the Partnership.</p> <p>However, crime is the most people's immediate thought when the topic "community safety" is raised. The Metropolitan Police have been set three targets by the Mayor of London over the period to 2015/16. These are:</p> <ul style="list-style-type: none"> • Reduce the number of key crimes by 20%; • Increase public confidence in the Police by 20%; and • Reduce spending by the Police by 20%. <p>Each of these targets alone would be testing and so, together, they represent a significant challenge to the Police in London. However, the right action to achieve any one of the targets can support progress towards the others.</p> <p>The key crimes are burglary, vandalism, theft of, and theft from motor vehicles, violence with injury, robbery and theft from the person. These seven crime types cause considerable public concern. Reductions in the number of these crimes will lead to a decrease in the fear of crime and promote confidence in the Police. Falling crime figures, combined with economies in back office and estate costs, will help meeting the financial target.</p> <p>The crime reduction targets apply to London as a whole rather than each Borough. Although Harrow has the third lowest amount of crime as measured by reported offences per thousand population, it will still be expected to contribute to the overall reduction target. Partly for this reason, although mostly because of the anxiety and concern it causes, we have identified residential burglary as our highest priority crime. Residential burglary accounts for 14% of the Borough's total crime, a higher percentage than any other Borough. If the Borough is to make a significant contribution to the crime reduction target for London, residential</p>	<p>burglary needs to be prevented, detected and controlled.</p> <p>Despite the spending reductions, the number of Police Officers on Harrow's streets is actually going to increase over the next three years compared with 2011 numbers by an additional 46 within the Safer Neighbourhood Teams and an additional 30 within other teams. This will increase the overall Police Officer establishment from 416 to 492. This will also help increase confidence in the Police.</p> <p>The final part of the target relating to public confidence in the Police is usually considered to be driven by effectiveness in dealing with crime, engaging with the community, fair treatment and alleviating local anti-social behaviour. If the crime reduction target is met, this will make a major contribution towards achieving the confidence target. The engagement and anti-social behaviour drivers are issues where the work of the partners in Safer Harrow, our local Community Safety Partnership, is crucial in giving you confidence that Harrow is and will remain a safe place and that, if problems do arise, they will be dealt with effectively and quickly.</p> <p>Locally the Police, with support from their partners, have agreed to aim to make Harrow the safest borough in London. The Borough Commander said in launching the initiative "We will achieve this by monitoring crime trends and gathering information in relation to criminal activity and those committing crimes and by using a number of different tactics and technology available to us. We have two clear messages: We want to reassure the community that we are doing our very best to fight crime in Harrow and, we want criminals to know that, if they are intent on committing crime in Harrow, they will be arrested and face prosecution." The Community Safety Partnership will do everything it can to help achieve this ambition.</p> <p>The Council has had to make savings for six years in a row now and this is likely to continue for the foreseeable future. As far as possible, savings have been found through increasing efficiency and introducing new ways of working, better technology, providing services for, or buying services from, other local authorities to achieve economies of scale and contracting with private and</p>	<p>voluntary sector providers. This has allowed front line services that support community safety as well as other priorities to be protected as far as possible. This is likely to become increasingly difficult in the years to come and so, although this Plan covers 2013/14 to 2015/16, there is little detail about particularly the third year. Nonetheless, keeping Harrow safe remains one of the Council's priorities and one which will be do as much as possible to fulfil.</p> <p>In the coming year, we are working to establish a single virtual Anti-Social Behaviour Team that will combine information held by the Council, the Police and some social landlords to ensure that risk and repeat victimisation is identified quickly and effectively and so that reports of ASB made to different organisations are shared to eliminate duplication and decide on the most appropriate action.</p> <p>The Council and relevant Partners have put a lot of effort into safeguarding children and young people' to promote their welfare and protect them from harm – as this is everyone's responsibility. Everyone who comes into contact with children and families has a role to play.</p> <p>Also, Harrow Council and its partners totally condemn any form of abuse of vulnerable adults. Whilst it is recognised that the vast majority of carers (paid or unpaid) provide excellent care to those they look after, it must also be acknowledged that abuse can be perpetrated by anyone. This can include paid workers or professionals (those in a position of trust), partners, family carers, relatives, friends or strangers. In recognition of these facts, Harrow's Local Safeguarding Adults Board (LSAB) works to co-ordinate the multi-agency responses to adult at risk and has agreed a vision and a set of core principles and values for the Borough: "Harrow is a place where adults at risk from harm are safe and empowered to make their own decisions and where safeguarding is everyone's business"</p> <p>There has been a lot of publicity about fire station closures elsewhere in London but, locally, there are no proposals to reduce the fire service's capacity to keep Harrow safe. The future for some fire stations and the distribution of appliances is the subject of court proceedings but all of the plans include adding a second appliance to the Stanmore Station and</p>	<p>retaining all other facilities. Changes to rotas and staff numbers, however, are part of the contested plans and may impact on the capacity of the Fire Service locally to maintain their current level and pattern of engagement.</p> <p>The Justice Secretary announced plans for the future of the Probation Service late last year which, if implemented, will impact during the timescale of this plan. The plans include extending the scope of management of offenders to include those sentenced to imprisonment for less than 12 months – a group previously excluded from the scope of the Probation Service – but for the majority of medium and low risk offenders to be supervised by private and voluntary sector organisations. Increasing the scope of supervision should help to reduce re-offending although organisations new to this area of activity may take some time to develop their offer.</p> <p>The Public Health function returned to local government in April 2013. From a community safety viewpoint, public health is concerned with the provision of substance misuse services (drugs and alcohol) and in some of the Violence Against Women and Girls work.</p> <p>Voluntary and community sector provide a wide range of services that contribute a significant amount to the community safety agenda. Our main providers of substance misuse services are charities, many community organisations work to support people affected by domestic violence. We know that anyone can be affected by community safety issues but there is a voluntary sector organisation devoted to supporting pretty much everyone when they need it.</p> <p>Things you can do to help</p> <ul style="list-style-type: none"> • Report anti-social behaviour and crime • Don't leave items on display in vehicles • Make sure you lock your vehicle • Lock your home (doors and windows) when it is empty • Ask for a SmartWater Kit to protect your property • Make your home look occupied even if it is not by using time switches to make lights and a radio come on
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- Arrange a free home safety check and install and maintain a smoke detector
- Become a Neighbourhood Champion
- Become a Metropolitan Police Special Constable or a Police Volunteer
- Get involved with your Safer Neighbourhood Panel
- Learn the signs that young people might be involved in a gang or using drugs
- Tell the Council or the Police if you have concerns about the welfare of a child or young person

Aspect	MOPAC 7							Local Priorities		MOPAC Target		
	Burglary	Violence with injury	Vandalism (criminal damage)	Theft from the person	Robbery	Theft of a motor vehicle	Theft from a motor vehicle	Anti-social behaviour –	Domestic violence		Reduce Re-offending – IOM Cohort	
Benchmark	2513	962	1244	325	644	270	1614	13,445	1197	Average reoffending rate – 52% in year 1 -10%	74%	
Target %	-5%	-6%	-3%	-8%	-5%	-1%	-7%	5%	No change		Maintain as above London average 74%	
Target number	2387	904	1207	299	812	287	1501	12,773	1197			
Focus	London wide target: Reduce the MOPAC 7 crimes by 20% by 2016											
Actions	<p>Ensure that all Police processes for detecting crime and securing convictions are operating as effectively as possible so that all possible convictions are secured</p> <p>Continue and improve data sharing and intelligence functions to provide the best possible information about those who commit crime, where and when crime is likely to be committed to inform the deployment of Police Officers to the best effect</p> <p>Put in place prevention measures to make it more difficult to commit crimes, provide better protection from crime for residents and deter criminals from operating in Harrow</p>											
	<p>Use CCTV capacity to support the detection of crime and to support prosecutions</p>											
	Continue Autumn Nights campaign to deter burglary. Renew publicity for Smartwater	Remind the public to be vigilant in areas of known pick-pocket activity	With assistance from MOPAC, personal alarms will be made available to individuals at risk of robbery	Provide better publicity for vehicle security measures including keeping valuables out of sight and locking vehicles whenever they are unattended								

HARROW YOUTH OFFENDING PARTNERSHIP

YOUTH JUSTICE PLAN 2013-14



Harrow Youth Offending Service, **address** Harrow Civic Centre Civic 1, Station Road, HA1 2XY
tel 020 8736 6755 **fax** 020 8736 6766 **web** www.harrow.gov.uk
Head of Youth Offending Service: Parmjit Chahal
YOT Manager : Aman Sekhon-Gill

HARROW YOUTH OFFENDING PARTNERSHIP

YOUTH JUSTICE PLAN 2013-14

Our Vision

Harrow YOS (Youth Offending Service) aims to be an efficient, high performing and cost effective service that helps to protect the public, prevent crime and antisocial behaviour committed by young people with the overarching aim being to improve the life chances of children and young people.

We are a multi-disciplinary team that works collaboratively with a range of partners. We work with young people aged 10 - 17 at a number of key stages: from being at risk of involvement in crime or antisocial behaviour to arrest, post custody and all stages in between.

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1. Overview

HARROW YOUTH OFFENDING PARTNERSHIP YOUTH JUSTICE PLAN 2013 – 14

Multi-Agency Youth Offending Teams (YOT) were set up in 2000 following the 1998 Crime and Disorder Act (S38) with the intention of reducing the risk of young people offending and re-offending, and to provide counsel and rehabilitation to those who do offend. The act stipulates the composition of the YOT and defines statutory partners with the local authority as the Police, Probation and Health. The Youth Justice Board expects the YOT to perform against three indicators and monitors direction of travel on each:

- **Reduction in the number of first time entrants to the Youth Justice System**
- **Reduction in re-offending**
- **Reduction in the use of custody**

There is a requirement that each local authority produces an annual Youth Justice Plan.

The prevention of offending and re-offending and anti-social behaviour by children and young people is a priority for all partners in Harrow, we believe this is best achieved through collaborative working. The Harrow Youth Offending Team is therefore part of Children's Services which enables the focus on the 'child's journey' and effective partnership working with safeguarding and looked after children teams. The YOT is therefore represented throughout childrens' services strategic and operational groups (appendix 1) and influences strategic planning for children and young people who offend or are at risk of offending.

The governance of the YOT is through line management accountability to the Corporate Director of Children's Services and therefore Harrow's Chief Executive, and the Harrow YOT Management Board, which is accountable to the Safer Harrow Partnership Group.

The strategic aims for the YOT are:

- Effective delivery of youth justice services.
- Positive outcomes for children and young people who offend or are at risk of offending through effective partnership arrangements between the YOT statutory partners and other stakeholders.
- Efficient deployment of resources to deliver effective youth justice services to prevent offending and re-offending by children and young people.

The key priorities for 2012/13 included:

- Management oversight
- Quality of assessments
- Development of the Risk Management Panel
- Workforce planning

The creation of the YOT Improvement Board in January 2012 provided the framework for the implementation of the improvement plan that responded to the concerns highlighted in the YOT Inspection report November 2011. The local authority through the YOT Management Board embarked on a programme of change including:

- Structural Review of the YOT leading to increased capacity created through the appointment of an additional senior practitioner and case manager
- A rigorous quality assurance framework aimed at identifying and responding to gaps
- Reduced case loads to enable raised standards of practice, greater engagement and participation
- Targeted training and development plan aimed at improving standards of practice.
- A service manager responsible for the YOT and Children in Need aimed at developing improved partnership working between the YOT and other social care teams.

In April 2013 the Improvement Board was disbanded and the scrutiny of the YOT was taken over by the YOT Management Board.

During 2012/13 the YOT has undergone significant change including the recruitment of a permanent service and team manager together with the recruitment of additional staff to achieve improvements in performance delivery, reduction in offending and improved outcomes.

Key challenges in the last year have included:

- Creating a stable, experienced and motivated workforce
- Raising the timeliness and quality of assessments including improved risk assessments
- Equipping staff with the skills to deliver high quality assessments through targeted training
- Increased management capacity leading to improvements in management oversight
- Manageable caseloads in response to the management of complex and prolific young offenders needing a higher level of intervention

There are strong links with housing through the continued appointment of a resettlement officer to tackle the cycle between offending and homelessness. At the end of quarter 4 2012/13 there were a total of 33 young people with interventions ending, 32 (97%) of which were classed as being in suitable accommodation. Having a dedicated resettlement worker allows the YOT to focus on providing a seamless transition between those leaving custody and entering the community element of their order. The role consists of an element of support and a familiar face to the young person whilst in custody including monthly visits to the custodial facility. This has also included support post release including young people being met on release and being supported to return to the community.

A full-time substance misuse worker has provided the necessary expertise in assessing young people where there is an identified need or suspected use of illicit substances. The overall aim is to tackle the link between drug misuse and offending and poor health. All young people are screened and those requiring an assessment are assessed within 5 working days. Out of 110 interventions started during 12/13, 72 received a substance misuse intervention.

The Triage brings the expertise of Children's Services to the custody suite working to reduce serious youth crime. The aims of the Triage have included:

- Early identification of risk
- Swift and effective interventions at the earliest opportunity
- Diverting young people committing low gravity offences away from the Criminal Justice System into effective interventions
- Collaborative decision making at time of arrest.

The intervention process in the Triage involves victims and ensures that the young person considers the full implications of their actions and makes some form of reparation. Triage interventions will last for a period of either three or six months depending on the gravity of each offence. The types of Triage interventions include:

- Restorative Justice
- Weekly one to one sessions
- Specialist assessment and referrals to: mental health, substance misuse and safeguarding
- Group mediation sessions
- Education guidance

Rates of Young Offenders in Education Training and Employment (ETE) at the end of their intervention have dropped slightly from 67.7% in 2011-12 to 65.6% in 2012-13. This figure is based on local Q4 returns for 2012/13 and falls short of Harrow's target of 75%. However, the national average is 65% and London is 66.8%. At the end of Q4 2012/13, an analysis into the ETE status of all currently open cases was undertaken. The results compare differently to the indicator above, which only includes cases closed in the period rather than currently open cases. The analysis showed that for those of statutory school age (10-16), 77.8% were engaged in ETE for 25+ hours, with only 8.3% not involved in ETE at all. For those of non-statutory school age (17-18), 71.4% were involved in ETE for 16+ hours, with 22.9% not involved in ETE at all. This is an area that will continue to receive a high level of scrutiny to improve the current position. Out of 44 young people open to YOT aged 10-16, 8 had a Statement of Special Educational Needs. (18.2%). The YOT education worker

ensures case managers are aware and receive statements, as well as working alongside schools to ensure needs are supported and plans to manage any statements are shared and reflected across YOT intervention plans.

Since April 2013 the YOT has received 6 Youth Conditional Cautions. All MG3 (police notifications) screenings involve the Triage, YOT and Police to ensure informed decisions are made as to whether the Young person should receive a caution or conditional caution. Compliance with National Standards is now being monitored through performance reports.

There are a total of 27 out of 99 cases that are open to Social Care (27.2%), 11 of which are LAC, and 16 of which are CIN. 5 of the 27 are subject to CP plans. There is a children looked after youth offending reduction strategy aimed at effective partnership working between the YOT and children looked after teams to reduce and prevent CLA offending behaviour. All looked after children who become involved with the criminal justice system are reviewed at the monthly risk management panel. Targeted interventions are led by the YOT and CLA staff working together including undertaking joint visits. The YOT team manager attends monthly CLA management meetings.

All staff have been trained in Restorative Justice Conference facilitation skills, and two staff members are trained to deliver the training to other professionals. This will increase the use of restorative justice (RJ), in particular within care homes where criminal damage offences often can lead to further court appearances for young people that result in conviction.

During 2012-13 we had a total of 198 individuals on interventions with the YOT, some had multiple interventions within the year. 24 (12.1%) were female and 174 (87.9%) were male. The Harrow Vulnerable Young People Panel discusses in particular females in the Youth Justice System who are at risk of Sexual Exploitation, Gangs and the YOT are looking to develop specific interventions for young females in the Youth Justice System.

During 2012 / 13, the YOT embarked on an intensive training and development plan aimed at equipping frontline staff and managers with the knowledge, skills and expertise required to raise the quality of assessments and management oversight through regular and robust quality assurance. The training also included Assessment, Planning, Intervention and Supervision skills and a two-day training course 'Psychological Intervention' Skills that consisted of understanding the importance of delivery of interventions and engagement of young people. All case managers are now equipped to use the structural assessment tool. There have been clear signs of improvements in the quality of assessments. The use of the YJB quality assurance (QA) tool has also provided managers with the framework to consistently QA assessments. There has been good progress made in this area that now needs to be imbedded. Management oversight has been a consistent theme in recent inspections of YOTs and continues to be an area needing significant attention. The recent training and additional management support will ensure there is 'good' management oversight of all casework. The focus will now be on effective evidence based interventions which achieve the desired outcomes. A review of all available interventions will take place to ensure appropriate interventions are available to target a core group of young people who continue to re-offend, as well as closer work with the Early Intervention Service to assist in the early identification of those at risk of offending. This will also consider sharing interventions across neighboring boroughs such as Barnet, whilst ensuring bespoke programmes of support are available to meet the needs of individual boroughs.

The structure of the YOT is also currently under review, as the objective is to ensure that there is an increased number of case managers and a fit for purpose structure which is integral to the smooth delivery of the aims of the youth justice plan. This will also re-align the service to ensure there is capacity to deal with key changes in recent legislation, including the transfer of the remand budget to Local Authority.

1. Structures and Governance

Outcome: Effective delivery of youth justice services.

The Borough Commander and Chief Executive jointly chair Safer Harrow, the local Crime and Disorder Reduction Partnership. This partnership takes a strategic approach to Crime and Disorder issues within Harrow. Membership of Safer Harrow consists of the following statutory partners:

- Probation Service
- Police
- Courts
- Local Authority Children's Services
- Community Safety / Crime Reduction
- Health

The YOT Management Board oversees the work of the Youth Offending Team. A comprehensive terms of reference provides the framework to ensure good governance arrangements. The Divisional Director chairs the YOT Management Board with lead responsibility for quality assurance to ensure robust challenge and scrutiny. The Management Board is responsible for the production and delivery of the Youth Justice Plan.

The YOT Management Board meets bi-monthly and is chaired by the Divisional Director within Children's Services. All statutory partners are represented at a senior level, including specialist services such as victim support and parenting. The YOT management group includes overseeing the development and implementation of the Youth Justice Plan; considering resource and workload issues; finance and performance data reporting; approving policies and protocols; the group also incorporates public protection and safeguarding issues which are addressed at each meeting.

The positioning of the YOT, with governance and accountability through Safer Harrow and line management within Children's Services enables the YOT to meet its dual strategic functions relating to both justice and welfare. The chair of the YOT Management Board also sits on Harrows safeguarding Board which provides a clear link between the issues which may crossover between the two. The chair of the board has reviewed the work of the YOT and the board continues to provide appropriate challenge and scrutiny.

2. Partnership Arrangements

Outcome: Positive outcomes for children and young people who offend or are at risk of offending through effective partnership arrangements between the YOT statutory partners and other stakeholders.

The YOT partnership ensures that the YOT is strongly linked to other planning frameworks. As stated earlier the YOT management Board reports to Safer Harrow and feeds into the development of a strategic approach to Crime and Disorder.

In achieving the Commissioner's vision of Total Policing with efficiency savings, the Metropolitan Police is examining all areas of business to look at how things can be done better, smarter and deliver real crime reduction. As part of this vision, Harrow Borough is examining its youth engagement strategy for both enforcement and intervention work. We recognise the complexity of youth crime and the multi faceted reasons why young people commit crime and that often there are complicated and complex social, family, education and health issues which all play a significant part. In addition, Harrow Borough recognises the emerging existence of a gangs culture among some of its youth and the correlation between gang culture and levels of violence, although numbers and membership of gangs is less prevalent than many London boroughs. We aim to continue to have low levels of gang activity and where it is identified to problem solve in a multi agency way to identify those at most risk, engage and divert away from crime. The gangs strategy is being developed as part of our Families First programme and will include working closely with the YOT.

Core to the Harrow Police strategy is joint working with Harrow's YOT. This relationship is crucial in our joint efforts to reduce crime. Resource levels have remained consistent with a good commitment from the Police and this year we have 1.5 FTE police officers working in the YOT which represents a 0.5 increase in capacity.

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

The Triage and prevention operations such as Preventing Violent Extremism and mentoring sit outside of the YOT within the Early Intervention Service. The approach has continued to be successful in reducing first time entrants and in particular the very low re-offending rate of young people subject to Triage. The YOT and EIS are closely linked with shared education and careers staff, prioritizing

of young offenders in the Families First strategy as well as being co-located. There is a dedicated representative at Early Intervention Panel from the YOT.

There are strong links with Probation that involves a full-time YOT probation officer for specialized work such as taking lead on MAPPA, transitions from YOT to Probation, and being a key role in the Integrated Offender Management scheme. This post focuses on young offenders aged 18 to 21 and having a dedicated post is a new development within Probation.

A range of commissioned agencies accessible to the YOT, will provide constructive, positive activities for young people.

One of the key agencies worked within Harrow is the Early Intervention Service. Due to the close working partnership the YOT are able to access a range of programmes and interventions whilst young people are subject to a court order, but also able to refer on as part of a long term exit strategy of continued support where needed. The YOT have accessed continued support for young people via the mentoring service, V talent inspired programme, as well as the National Citizenship programme. All have assisted in successful outcomes for young people who were known to the youth justice system, including securing employment, education and further training through the skills developed by accessing these services. The partnership work across EIS and YOT ensures there is a whole family approach as oppose to a primary child focus approach. This also ensures early detection for those at risk of offending ensuring that provision can be put in place where needed prior to entering the youth justice system.

The YOT ran Summer Arts College for three weeks. An art based programme, where 9 young people within YOT received a Bronze Arts awards. The college took place at Cedars Youth and Community Centre and young people were also introduced to activities that are run by the centre, with a view that they would have continued engagement in activities on offer. Figures show that in the year since the launch of the centre, which is operated by Watford FC's Community Sports and Education Trust, overall crime was down 25% compared to the previous year. Anti-social behaviour dropped by 37.5% and there was a reduction in street litter of 33.6% per cent in the surrounding area. To provide an appropriate learning environment will assist in long term engagement in centres as such as well as providing constructive engagement.

YOT have recently reviewed its parenting provision, and agreed a change in service delivery. Parenting provision is now provided by the early intervention service. There are three strands to this provision, the first being a consultation process and assessment for those at Pre-Sentence Report stage where a statutory parenting provision is being considered. An assessment will take place by an EIS parenting worker ideally prior to the PSR going to court and a package of support will be offered through group work. The second strand will offer bespoke 1-2-1 provision for those who are unable to cope / manage in a group setting, the third element of support will consist of training and information for YOT staff. This will enable YOT Workers to better engage with young offenders and their parents, ultimately reducing breaches and increasing compliance by addressing common barriers to compliance such as parental collusion and developing shared goals.

We have undertaken two recruitment rounds for the health (child and adolescent mental health) worker post and have been unsuccessful. We are in discussion with our Camhs colleagues about using the money on a short term basis to get some mental health . emotional well-being capacity into the team for the young people.

3. Resourcing and Value for Money

Outcome: Efficient deployment of resources to deliver effective youth justice services to prevent offending and reoffending.

In previous years Harrow's Youth Offending Team has been resourced by contributions from statutory partners, the Youth Justice Board and some additional grant funding.

In previous years, statutory partners have also been contributing through deployment or secondment of key personnel. At present there is no expectation that statutory agencies will reduce the secondment of staff into the YOT, and we are grateful to them for continuing to prioritize this work.

In addition to these seconded staff, the YOT has been able to call upon the expertise of a range of skilled professionals, most of who are directly employed by the Local Authority. Other key skills are commissioned from the voluntary sector as recommended by the Youth Justice Board. The third sector agency currently commissioned to provide services directly to the YOT includes the substance misuse provision. A review of all commissioned services led to some changes in order to improve service delivery and has included all parenting assessments being provided through the local authority in-house parenting provision with the added strength of having a flexible and bespoke service.

In 2012-13 Harrow had an offence rate of 9.9 per 1,000 population (where population is based on 10-17 age group), compared with 15.2 in 2011/12 and 16.9 in 2010/11. Harrow's 2012-13 figure is lower than the YOT family average of 12.1 and the national average of 17.8.

Table 1 Financial Resource

Funding Stream	Type	2012-13 Cash	2012-13 in kind	2012-13 Total	2012-13 % of total YOT budget	2013-14 cash	2013-14 in kind	2013-14 total	2013-14 % of total YOT budget total	% Change Increase/ Decrease
Youth Justice Board	Total grant (All previous ring fenced grants now combined in Youth Justice Grant)	307,282		307,282	23%	280,241		280,241	22.06%	-8.80%
Probation	Statutory support		50,000	50,000	3.80%		50,000	50,000	3.70%	0%
Police	Statutory support	22,000	44,231	66,231	4.90%		66,231	66,231	4%	0%
Health	Statutory support	10,000	0	10,000	0.80%					-0.80%
	CAHMS		10,000	10,000	0.80%		10,000	10,000	0.75%	0%
	Unitas	4,000		4,000	0.30%				0.30%	-0.30%
Drug Action Team(MOPAC)	Grant		20,000	20,000	1.50%					
						38,894		38,894	2.92%	
Local Authority	Main Budget	483,538		474,012	35.86%	495,731		504,658	37.94%	6.07%
Local Authority	Support Services cost	380,115		380,115	28.60%	380,115		380,115	28.57%	0.02%
Total		1,206,935	124,231	1,321,640	100%	1,194,981	126,231	1,330,139	100%	-4%

Table 2 - Human Resources (as at 15th July 2013)

Post Title	No of posts	No filled	Source/Employer	Hours	Ethnicity	Gender
YOT Service Manager	1	1	Local Authority	FTE	A	F
YOT Team Manager	1	1	Local Authority	FTE	A	F
YOT Senior Practitioner	1	2	Local Authority	FTE	A	M
	1		Locum		B	F
Case worker	3	3	Local Authority	FTE	W	F
				FTE	B	F
		2 additional	Locum X 2	FTE	A	M
				FTE	B	M
Probation officer	1	1	Probation	FTE	W	M
ISS Co-coordinator	1	1	Locum	FTE	B	M
Referral panel coordinator	1	1	Local Authority	FTE	W	F
Parenting	1	1	Commissioned – Early Intervention Service – LA	FTE	A	F
Reparation worker	1	1	Local Authority	1	W	M
	0.5 post	Vacant		0.5		
Housing worker	1	1	Local Authority	0.6	W	M
Police officer	2	2	Police	FTE	A	F
				FTE	A	M
Substance misuse worker	1	1	Voluntary Sector – commissioned	P/T	W	F
Performance officer	1	1	Local Authority	FTE	W	F
Admin support	2	2	Local Authority	1	W	F
				0.5	B	F
				0.5	A	F
TOTAL	18	21				

In addition to paid employees, the YOT has over 30 volunteers and sessional staff. We currently have 5 volunteers undertaking referral order work and will be seeking to increase our pool of volunteers this year as a priority. These individuals make a substantial contribution to the work of the YOT through a range of activities including:

- Supervision of young people on ISS orders during evenings and at weekends
- Membership of community panels for referral orders
- Appropriate adult work in police stations and elsewhere
- Mothers Against Gangs

4. Risks to future delivery

Outcome: The YOT has the capacity and capability to deliver effective youth justice services

Resources

There was a further reduction in the YJB grant while in the year moving forward the Local authority has put in place additional funding to ensure service improvements. Continued pressure placed on the wider funding streams from central government mean that this will need to be kept under review.

Capacity

Young people committing crime

Overall youth crime has shown a significant decrease in 2012 -13 compared to previous years. This is reflected in the numbers of offences taking place, the numbers of individuals committing crime and the numbers of youth disposals granted.

Total offences have fallen to 240 in 2012-13. Between 2010-11 and 2011-12 there was a 10.0% decrease from 410 to 369. Between 2011-12 and 2012-13 there was a further decrease of 35.0% from 369 to 240.

The total number of young people who have been found guilty of a crime has fallen overall in the last 3 years. In 2010/11 this was 162 individuals, rising to 174 in 2011/12, which represents a small increase of 7.4%. In 2012/13, this figure fell to 111, a significant decrease of 36.2%.

Total disposals granted in the year show a 38% decrease from 265 in 2011/12 to 165 in 2012/13.

First Time Entrants

During the last 3 years there has been a decrease in the number of first time entrants to the criminal justice system in Harrow, reflecting national trends. In total Harrow had 330 first time entrants during 2012 this is down from 527 in 2011 and 730 in 2010. The comparable rate is number of first time entrants per 100,000 population. Harrow's rate has decreased dramatically over the past 3 years from 730 in 2010 to 330 in 2012. The decrease in Harrow's first time entrants is reflective of what is happening nationally, although Harrow's figure of 330 comes in lower than the national average (585) and the YOT family average (440). Between 2011 and 2012 Harrow has seen a total decrease of 37.4%, compared to 25.7% nationally and 20.0% for the YOT family.

We are proud of the success of the early intervention work in the borough and a very effective Triage at point of arrest. This scheme applies to all young people arrested for the first time for a non-violent offence, and leads to a 3-month intervention programme under bail. Successful completion of the programme leads to the bail being concluded as no further action. In addition the introduction of cautions / youth conditional cautions has led to more robust intervention from YOT / Triage, which allows YOT / Triage to effectively engage young people in meaningful programmes structured to their needs.

In April 2012 - March 2013 the youth crime prevention triage team received 70 referrals. 57 agreed triage and of those 56 engaged and 1 disengaged. 2 refused intervention and 9 did not meet the criteria for Triage. From 56 worked with there was a success rate of 98.2% in rate of no re-offending in this period, 1 young person re-offended during this period.

Re-offending

The YJB official re-offending statistics operate on a time lag with the latest available reporting period for Jul 10 – Jun 11 (young people who received a court/pre-court disposal or who were released from custody in the period and subsequently re-offended within a 12 month period).

The latest available figure for re-offending was 41.6% (99 re-offenders out of 238 offenders) compared to the previous year's figure of 30.9% (94 re-offenders out of 304 offenders) reflecting a 10.7% increase. Harrow's current re-offending figure of 41.6% is higher than the National figure of 36.0% and the YOT family figure of 35.8%.

The total number of offences committed by re-offenders was 272, which represents an average of 1.14 offences per offender in the cohort. Harrow's average offences have increased from 0.90 in the previous year and are currently higher than the National figure of 1.04 and the YOT family figure of 0.97. Reducing re-offending is a key priority for 2013-14.

Custodial sentences

The actual number of young people in custody remains unchanged in the last 3 years with 17 in 2012-13, 16 in 2011-12 and 17 in 2010-11. However, given that total disposals have fallen, there has been an overall percentage increase in the number of young people

sentenced to custody, with 6.1% in 2010/11, 6.0% in 2011/12 and 10.3% in 12/13. The current rate per 100,000 is 0.70 for Harrow, this is higher than both the National average of 0.55 and the YOT family average of 0.52.

Harrow YOT has considered those young people who end up in custody due to persistent non-compliance. We have implemented breach compliance panels for all young people at the second missed appointment. This is chaired by a manager, and parents / carers / guardians are invited. The Panel discusses barriers to engagement and holds a meaningful conversation with the young person to establish the reasons for non-compliance. This earlier intervention should reduce numbers ending up in custody through non-compliance. In addition more creative packages are being considered, an example of which is splitting of tag times throughout the day to ensure courts are offered a more robust package that manages risk to the community.

Active interventions

The table below shows the number of active interventions and number of young people having YOT interventions (some young people will be subject to more than one intervention within a period). The table excludes any parenting orders or interventions open for Pre Sentence Reports only.

	Caseload - Active interventions and number of young people by quarter								% change between Q4 2011/12 and Q4 2012/12
	2011/12 Q1	2011/12 Q2	2011/12 Q3	2011/12 Q4	2012/13 Q1	2012/13 Q2	2012/13 Q3	2012/13 Q4	
Number of interventions in period	180	178	196	188	180	173	145	138	-26.6%
Number of individuals worked with in period	148	140	148	155	149	138	116	113	-27.1%

Figures have decreased month by month from Q1 2012/13 onwards with 138 individuals in Q1, 138 in Q2, 116 in Q3 and 113 in Q4. In Q4 2012/13 there were 113 individuals being worked with, compared to 155 in the same quarter for the previous year. This represents a 27.1% decrease in the caseload.

The sharp decrease in the size of the caseload is to be expected given the falls in offences (35%), Disposals (38%), numbers of young people committing crime (36.2%), and first time entrants (37.4%). The figures may have been affected between Q2 and Q3 by data cleaning at the end of December 2012. There is also the possibility that the reduction in the use of final warning programs has partly contributed to the drop in figures. It is also important to highlight the young people remaining in the YOT are complex, assessed as having

higher risk and vulnerability including mental health and substance misuse difficulties, and more likely to be in breach of an order therefore taking up more intensive case management time.

Management

A new management team is in place consisting of one service manager who also oversees Children In need Team, one team manager and one senior practitioner. An additional senior practitioner post has also been created to support and implement service delivery improvements, including the level of management oversight, which continues to be a priority area.

Partners

The members of the Harrow Youth Justice partnership have all experienced reductions in resources in recent years. Recent feedback from our local court has been positive about Harrow's court presentation and reports and this year it is a priority to consolidate this improvement.

The impact of being in a court based further away means staff spend more time traveling which means time away from face to face contact. The YOT staff are continuing to build relationships with neighbouring YOTs that has provided the opportunity to revisit existing practice and policies and build and improve on court processes.

Changes to Harrow Demography

The ethnicity profile of Harrow's school pupils reflects the general diversity changes within Harrow's population. Indian and White British pupils continue to be the largest ethnic groups in Harrow's schools as at January 2013. However, there has been a significant decrease in White British pupils from 28% in 2006 to 15.9% in 2013, and an increase in pupils from other Asian backgrounds from 13.1% in 2006 to 20.8%, followed by an increase in the other White backgrounds group from 4.2% in 2006 to 9.3% in 2013.

Less than half the children at Harrow schools speak English as a first language (40.8%) as at January 2013. However English along with Gujarati, Tamil and Somali continue to be the main languages spoken. In line with the changing ethnic groups Middle Eastern and Eastern European languages (particularly Romanian) are increasing yearly. It has an impact on the number of additional resources needed for young people in the youth justice system, in particular interpreting services.

5. Performance 2011-12

YOT performance is measured via a set of outcome indicators that are reported to the Youth Justice Board. The most recent comparative data is shown in the table below:

Indicators*	Harrow	London	YOT comparison group	England
First time offenders rate per 100,000 of 10-17 population				
Jan 12 - Dec 12 (latest available data)	330	585	440	537
Jan 11 - Dec 11	527	787	787	712
<i>Percentage change from Baseline</i>	-37.3%	-25.7%	-20.0%	-24.5%
Use of custody rate per 1,000 of 10 -17 population				
Apr 12 - Mar 13 (latest period)	0.70	0.92	0.52	0.55
Apr 11 - Mar 12	0.66	1.61	0.85	0.82
<i>Change from Baseline</i>	0.04	-0.68	-0.33	-0.27
Reoffending rates after 12 months				
Frequency rate - Jul 10 - Jun 11 cohort (latest available data)	1.14	1.10	0.97	1.04
Frequency rate - Jul 09 - Jun 10 cohort	0.90	0.98	0.81	0.96
<i>Percentage change from Baseline</i>	0.24	0.13	0.16	0.08
Binary rate - Jul 10 - Jun 11 cohort (latest available data)	41.6%	40.4%	35.8%	36.0%
Binary rate - Jul 09 - Jun 10 cohort	30.9%	36.6%	32.0%	34.1%
<i>Percentage change from Baseline</i>	10.7%	3.7%	3.8%	1.9%

*note that due to validation and checking against police records some data becomes available significantly in arrears

Harrow's YOT continues to have comparatively good results on these indicators but faces challenges to reduce reoffending which has both increased in recent years. Although our percentage rate for custody has gone up, absolute numbers have remained the same, which reflects the decrease in first time entrants. However it is clear that we are not having the same impact on reducing use of custody as we are on reducing first time entrants and this is therefore a priority for the year. As detailed above, an improvement plan is in place to address the performance issues identified in the Core Case inspection, with a focus on the quality and timeliness of work.

In April 2012 - March 2013 the youth crime prevention triage team received 70 referrals. 57 agreed triage and of those 56 engaged and 1 disengaged. 2 refused intervention and 9 did not meet the criteria for Triage. From 56 worked with there was a success rate of 98.2% in rate of no re-offending in this period, 1 young person re-offended during this period.

Regular performance monitoring is embedded within the YOT. Performance support and regular monthly and weekly reports have been put in place to ensure timeliness and compliance of key processes in line with national standards. A monthly scorecard has been developed to incorporate local and national indicators and is overseen by the YOT management board.

Weekly performance reports are also being generated to assist management and staff to plan for dates effectively and to assist staff in their own management of caseloads. In addition quality assurance is being completed via the YJB quality assurance tool that tracks improvements made with quality of reports. This is supported by the Assessment, Planning, Intervention and Supervision training which all staff have attended, that assists staff in completing assessments in a structured format ensuring the assessment is thorough and concise. The team has already seen improvements in this area, where some assessments have gone from adequate to good. Whilst there is further work to be undertaken the direction of travel is positive.

6. Key Challenges and Achievements

Key challenges and achievements in the last year have included:

- First Time Entrants decreased by 37.3%
- Reduction in overall offences (down by 35.0%) and numbers of young people committing offences (down by 36.2%)
- Improved management oversight
- Robust policies and procedures
- Increase in timeliness and quality of assessments
- Increased compliance with current national standards
- Increase in skilled workforce equipped to deliver robust intervention packages tailored to young people's risks and needs
- Developing a motivated workforce
- More evidence based interventions

Key Challenges going forward are based on our priorities set out below:

- Reduce re-offending rates

- Reduce use of custody for Harrow young people
- Improve quality of assessments
- Increase level and quality of management oversight
- Build an excellent workforce
- Increase young offenders in education, training and employment
- Develop wider range of effective interventions; share resources with other LA

We set out the actions currently being worked on to meet these priorities. The challenges which face the YOT partnership in meeting the above priorities include the continued need for quality improvement to be made in the casework, with closer and more intensive management and supervision to get the quality right. We know from recent independent auditing work that we have improved a grade in each of the three key judgement areas since our 2011 Inspection but we still have further work to do to get a 'good' score consistently. We are also working with a cohort of high needs young people who are more likely to re-offend, and we need to develop stronger use of group work, partnership working and volunteers to deliver an effective and less resource intensive YOT service.

7. Key Priorities for 2013 / 2014

In setting our key priorities for 2013/14 we have taken into account research that indicates that those young people who do offend do not grow out of crime as readily as was once believed. The success of the early intervention work undertaken through the Triage means that the YOT is working closely with a cohort of young offenders who are amongst the most 'prolific' and 'high risk' offenders requiring more intense and costly interventions.

In developing our plan we have taken into consideration key risk factors associated with youth crime:

- **Opportunity for crime**
- **Low parental supervision**
- **Poor educational attainment**
- **Persistent truancy**
- **Peer pressure and associating with other offenders**
- **Substance misuse**
- **Lack of victim empathy**
- **Gang involvement**

The location of the Harrow YOT within Children's Services creates an effective framework in which to address the factors identified above enabling collaborative and systemic partnership working between the YOT and other teams working with the same young people (schools, children in need and looked after children). The plan aims to address the youth justice board key requirements:

- Confronting young offenders with the consequences of their offending, for themselves and their family, their victims and the community and helping them to develop a sense of personal responsibility.
- Intervention that tackles the particular factors (personal, family, social, educational or health) that put the young person at risk of offending and which strengthens "protective factors".
- Punishment proportionate to the seriousness and persistence of offending.
- Encouraging reparation to victims by young offenders.
- Reinforcing the responsibilities of parents.

Particular attention will be paid to reviewing the Youth Offending Team services to achieve a highly skilled and needs led service including greater use of restorative justice and an emphasis on achieving meaningful engagement with young people.

Amongst our priorities is to ensure staff are supported, managed effectively and developed. This includes regular supervision that offers robust management oversight and identifies training and development needs as well as completing Appraisals; regular team meetings that will assist in the team working together to drive up standards of improvement and be accountable as a team. In addition to this opportunities are created for staff to be reflective in their practice and be open to challenges and share good practice by way of group supervision and peer support.

Summary of our priorities for 2013/14:

- **Reduce re-offending rates**
- **Reduce use of custody for Harrow young people**
- **Improve quality of assessments**
- **Increase level and quality of management oversight**
- **Build an excellent workforce**
- **Increase young offenders in education, training and employment**
- **Develop wider range of effective interventions; share resources with other LA**

PRIORITY	ACTIONS	LEAD OFFICER	TIMESCALES	EXPECTED OUTCOMES
<p>Reduce re-offending rates</p> <p>BASELINE - Latest re-offending rate for Harrow is 41.6% of cohort re-offending within 12 months.</p> <p>TARGET - In line with our statistical neighbour average of 35.8%.</p>	<p>To develop the bike project further.</p> <p>To identify appropriate victims via victim liaison officer</p>	<p>Reparation officer and Senior practitioner</p>	<p>Working agreement with local police to deliver action by October 31st 2013.</p>	<p>Increased reparation and victim awareness for young people subject to court orders.</p>
	<p>Review of Reparation interventions to enable improved service delivery and an outcome focused approach.</p> <p>To identify suitable projects outside of core education hours</p> <p>To make links with local community projects to assist in facilitating meaningful reparation projects linked to offences committed</p>	<p>Team Manager and Senior Practitioner</p>	<p>September 30th 2013</p>	<p>Meaningful reparation will reduce the risk of re-offending through increased understanding of victim impact.</p>

	<p>To identify direct victims at the earliest opportunity and offer restorative solutions.</p> <p>To identify and analyse offending behaviour patterns across Harrow young people</p> <p>To develop needs led groupwork and 1-1 sessions with young people which target offending patterns / trends within the borough</p> <p>Ensure that any appropriate referrals are identified by case managers and/or line supervisors as part of monthly supervision – This may include the siblings of any current cases known to the YOT.</p> <p>EIS meetings to be attended by YOT Team Manager or Senior Practitioner.</p> <p>YOT to continue to</p>	<p>Team Manager</p> <p>Team Manager</p> <p>Senior Practitioner</p> <p>Senior Practitioner</p> <p>Team Manager</p>	<p>September 30th 2013</p> <p>November 30th 2013</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Understand trends in the borough which will lead to identification of gaps in service provision.</p> <p>Targeted provision to address offending patterns amongst young people of Harrow.</p> <p>The early identification of siblings at risk of offending to reduce the number of First Time entrants</p> <p>Full assessment of any non-convicted behaviours to assist in identifying triggers and patterns of offending</p> <p>Prevent an increase in the number of gangs in Harrow</p>
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	attend YJB Gangs forum YOT to feed into wider Harrow gangs strategy	Team Manager		
<p>Reduce use of custody</p> <p>BASELINE - Custody rates for 12/13 were 0.70 per 1,000 population. This equates to a total of 17 individual custodial sentences during 12/13.</p> <p>TARGET – Reduce in line with the statistical neighbour average of 0.52. Approx 13 custodial sentences.</p>	<p>To increase confidence in court service delivery by way of court training for all staff, feedback forms for Magistrates re: reports and presentation of court reports</p> <p>Introduction of Breach Compliance panels for all young people at point of 2nd warning to understand what if any are the barriers to compliance.</p> <p>To ensure creative and innovative bail packages are put forward including increased use of</p>	<p>Senior Practitioner</p> <p>Team Manager</p> <p>Team Manager</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Effective partnership approach which works to ensure balance of public protection and welfare of children in the criminal justice system.</p> <p>To reduce the number of young people in custody due to breach.</p> <p>To reduce the number of young people in custody on remand.</p>

	<p>exclusion zones, varied curfew hours split during peak offending times.</p> <p>Ensure all young people who are subject to an all options report receive an Intensive Supervision and Surveillance assessment. If deemed not suitable to be reflected in Pre-Sentence Report and if suitable to ensure a scheduled timetable of activities is sent with Pre-Sentence Report</p> <p>YOT staff to attend Access to Resources Panel where applicable for young people known to YOT.</p> <p>To identify suitable resources within the community for parents of young people involved in serious youth violence by utilising mothers against gangs initiative. (MAG)</p>	<p>Team Manager</p> <p>Team Manager</p> <p>Senior Practitioner</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>To reduce the number of young people in custody by offering planned alternative to custody programmes.</p> <p>Effective partnership approach to ensure all community package options are explored ensure balance of public protection and welfare of children in the criminal justice system.</p> <p>Improved parenting skills for those with children involved in the youth justice system leading to supportive family relationships and reduction in antisocial behaviour.</p>
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<p>Improve quality of assessments</p> <p>Progress will be measured through case file audits.</p>	<p>To ensure all assessments are completed in "APIS" (Assessment, Planning, Intervention & Supervision) format as per training delivered to staff in January 2013.</p> <p>To ensure all initial Assets are quality assured via the YJB Quality assurance tool</p> <p>Increase use of 'What do you think' forms.</p> <p>Quarterly focus groups to be set up for young people on a range of Orders from Referral Orders to ISS</p>	<p>Team Manager</p> <p>Team Manager</p> <p>Team Manager</p> <p>Senior Practitioner</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>November 2013</p>	<p>All staff will have an individual training needs analysis and plan to achieve better quality assessments and interventions.</p> <p>Assets to demonstrate an overall Good / Outstanding average across the team</p> <p>Improve young person participation and engagement</p> <p>Young peoples led service</p>
<p>Increase level and quality of management oversight Quality of management oversight will be measure through case file audits.</p> <p>BASELINE Assessment Timescale</p>	<p>Managers to receive weekly performance reports and ensure oversight is given to those with due dates, ensuring dates are booked in within timescales.</p>	<p>Team Manager</p>	<p>Ongoing</p>	<p>Timely delivery of assessments through to intervention for young people and families.</p> <p>Increased</p>

<p>(89%) ROSH Oversight (62%) RMP and VMP Oversight (97%)</p>	<p>Continued reporting on a monthly basis to YOT management Board on performance including management oversight</p>	<p>Team Manager / YOT Analyst</p>	<p>Ongoing</p>	<p>management oversight leading to better quality work.</p>
<p>TARGETS Assessment Timescale (95%) ROSH Oversight (80%) RMP and VMP Oversight (95%)</p>	<p>Bi Monthly auditing of supervision files to ensure performance issues and oversight is appropriately addressed and documented.</p>	<p>Team Manager</p>	<p>To commence in August 2013</p>	<p>Increased management oversight leading to early identification of training / performance needs within staff team.</p>
	<p>Management oversight/instruction following case allocation to include direction for case managers to complete a home visit as part of initial assessment</p>	<p>Team Manager</p>	<p>Ongoing</p>	<p>Additional risk and safeguarding concerns identified in regards to siblings in the home.</p>
	<p>Every young person to be visited on a minimum of a monthly basis at home.</p>	<p>Team Manager</p>	<p>Ongoing</p>	<p>Case managers to have a holistic approach in their work moving from a primary child focused approach to a whole family approach</p>
	<p>Staff observations to be completed with all staff across the service. This will include observations of:</p>	<p>Team Manager , Senior Practitioner</p>	<p>2 observations to be completed monthly</p>	<p>Professional and consistent standards being delivered to all those who access the service.</p>

	<p>Assessment meetings Intervention sessions Home visits Panel Meetings</p>			
<p>Build an excellent workforce</p>	<p>To recruit and train volunteers of Harrow as panel members for referral orders</p> <p>Expected professional standards to be outlined in supervisor, leads and team meetings</p> <p>To ensure clear targets and action plans are set for those not performing to expected standard.</p> <p>To create "champions in specific area's such as risk, welfare, group work, service user input.</p> <p>Trained facilitators in YOT to deliver RJ to all staff across Children's services and to volunteers</p>	<p>Team Manager</p> <p>Team Manager</p> <p>Team Manager</p> <p>Team Manager</p> <p>Senior Practitioner</p>	<p>October 31st 2013</p> <p>Ongoing</p> <p>Ongoing</p> <p>September 2013</p> <p>November 2013</p>	<p>To have panel members who are reflective of Harrow's diverse community which will increase participation and engagement of orders.</p> <p>To have a highly professional team committed to achieving outstanding outcomes for children and young people whilst ensuring greater accountability and challenge is customary.</p> <p>Meaningful engagement with young person and increased understanding of victim impact</p>

	<p>To incorporate RJ conference where applicable as part of referral order contracts.</p> <p>Group supervision to be lead by CAMHS Practitioner to provide oversight of case discussions using psychological interventions training/CBT principles</p>	<p>Senior Practitioner</p> <p>Senior Practitioner</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Reflective and insightful practitioners with shared knowledge of cases</p>
<p>Increase young offenders in education, training and employment</p> <p>BASELINE – During 2012/13 74% of Harrow young offenders in ETE at the end of order. Statistical neighbour average is 68%</p> <p>TARGET – 80%.</p>	<p>To continue to monitor cohort of young people who are NEET to identify trends / patterns and difficulties in accessing education provision</p> <p>To increase use of education requirement as part of sentencing proposal where appropriate.</p> <p>To ensure there are SLA's between all schools and colleges and YOT to ensure clear lines of communication for young people who are at risk of losing</p>	<p>Team Manager</p> <p>Senior Practitioner</p> <p>Senior Practitioner / Service Manager</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Increased number of EET young people</p>

	<p>education placement due to possible conviction</p> <p>To ensure YOT meet the health, education and housing needs of young people in the youth Justice System.</p>	<p>Team Manager</p>	<p>August 30th 2013</p>	<p>Improved health and resettlement provision for young people</p>
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Appendix 1

Strategic and Operational links

- **Targeted Senior Management:** The Harrow YOT is located within Targeted Children's services. The service manager for the YOT also has responsibility for the children in need teams. The Service Manager for the YOT attends the strategic management meetings for Targeted Services and is able to influence the direction of strategic planning for children and young people who offend. This has also led to closer links being forged with education.
- **Safer Harrow Board:** the Borough Commander chairs Safer Harrow. There is representation from key partners on the board including the service manager for Community Safety. The service manager for the YOT attends Safer Harrow to provide regular updates and to participate in decision making regarding youth offending in the borough.
- **The Access to Resource Panel (ARP)** is chaired by the Divisional Director, Targeted Services and is the decision making forum and resource allocation for 'high risk' and 'vulnerable' children and young people. The attendance and contribution of the YOT team manager when children and young people known to the YOT are discussed takes into account offending behaviour, risk assessments and vulnerability together with compliance with court orders.
- **Children Looked after Team (CLA) Management Meeting:** The YOT team manager attends on a monthly basis to enable a coordinated approach to planning and effective risk management in regards to children known to the YOT and the Children Looked After teams.
- **Children in Need Team (CIN) Management Meeting:** The YOT and Child In Need report to the same service manager. This has led to good partnership working between the two teams and a joined up approach when dealing with young people known to both teams. The YOT team manager attends the CIN Management Meeting on a monthly basis.
- **The Courts:** The Chair of the Youth Court Panel sits on the Harrow YOT Management Board and the YOT Team Manager attends the Youth Court Panel Meetings and the Court User Group. The purpose being to develop closer links with the courts and have greater influence on Courts regarding sentencing.
- **MAPPA:** The purpose of MAPPA is the exchange of information and intelligence and an agreed course of action in order to manage the risk posed by serious violent and sexual offenders. Harrow YOT refer cases to MAPPA and have recently revised their protocol with probation which looks at who has overarching responsibility of MAPPA referrals whilst ensuring a seamless process of management of such cases without duplication. To ensure referrals are appropriate MAPPA lead from Harrow Probation services sits on the Risk and Vulnerability Management Panels for the YOT and can assist in ensuring cases are screened appropriately.

- **Risk & Vulnerability Management Panel:** The chair of the risk panel is rotated between senior officers of police, probation and YOT / CIN service Manager. The purpose of which is to discuss high risk and high vulnerability cases which are reviewed by senior managers. YOT case worker and social worker (where applicable) attend to present case to senior managers. A risk management plan and a vulnerability management plan are discussed and agreed with senior representatives from partner agencies.
- **Gangs Forum:** Harrow YOT has formed close links with other London YOTS in a wider gangs strategy. This has included representation at forums held in Feltham YOI, as well as other YOTs. In addition Harrow YOT refers mothers to actively seek support from initiatives in the borough such as Mothers Against Gangs. This is done jointly with YOT police officer and can be continued support for the parent post court order.
- **Interactions with Triage:** In order to manage the new out of court disposals, Youth Cautions and Youth Conditional Cautions, Harrow YOT hold two meetings a week consisting of police, Triage and YOT. Here the most appropriate course of out of court disposal is decided in a multi agency setting. Prior to the meeting information is collated from both the YOT system and the triage system which allows for a more detailed insight into the young person and their family.

APPENDIX 2
HARROW YOUTH OFFENDING TEAM
MANAGEMENT BOARD

TERMS OF REFERENCE

1. Introduction

The Youth Offending Team Management Board provides the governance arrangements for the YOT and provides the terms of reference upon which the parties agree to abide. The YOT Management Board is responsible for ensuring that the principle aim of preventing offending by children and young people is promoted and that the work of the Youth Offending Team is focused on achieving targets set by the Youth Justice Board and that the Youth Offending Team works to National Standards that are aimed at achieving better outcomes for children and young people who come to the attention of the youth justice system.

The Crime and Disorder Act 1998 (Section 37 and 39(1)) placed a duty on local authorities and key partners (police, probation and health) to cooperate to establish a multi-agency youth offending team. Other key legislation relevant to this partnership agreement includes The Children Act 1989, in particular Schedule 2, paragraph 7, to: Discourage children and young people within their area from committing offences; take reasonable steps designed to reduce the need to bring criminal proceedings against children and young people in their area; Avoid the need for children within their area to be placed in secure accommodation.

There are many different local arrangements that achieve appropriate governance and oversight of youth justice services, but evidence suggests that it is most likely where there is a clearly identifiable governance body/board with responsibility for local oversight and leadership of youth justice services which bridges the criminal justice system, community safety and children's services sectors to ensure an integrated approach to youth crime prevention, offending and re-offending.

To be effective, experience indicates that this board needs to be assigned a range of functions and have members of appropriate seniority to allow it to:

- Set the strategic direction of relevant services;
- Steer delivery;
- Provide and commit sufficient resource including secondments from statutory partners; and
- Oversee performance of the whole youth justice system locally.

This board is likely to be most effective where it is seen as the lead governance body for the local youth justice system and not simply as youth offending team (YOT) management board. It therefore has oversight of performance against the key outcome indicators, no matter how they are delivered locally:

- To reduce re-offending;
- To reduce first time entrants into the youth justice system; and
- To reduce the use of custody

An effective board has the following characteristics:

- All named statutory services are represented with other key delivery agencies and stakeholders represented or able to make representation;
- It meets at least quarterly with a continuity of board membership and regular attendance;
- Individual members are inducted into the role, are able act as local ‘champions’ for youth justice and have lead responsibility for key areas of activity;
- The views of service users, victims of crime and the wider community are actively sought and considered;
- The YOT manager/head of service is able to act at a strategic level across the local authority and partner agencies; and

2. The Role and Responsibilities of the Youth Offending Service Management Board

- 2.1. The primary duty to ensure a YOT, and appropriate youth justice services, are in place rests with the local authority.
- 2.2. The YOS Management Board is directly responsible for:
- 2.3. Determine how the youth offending team(s) is to be composed and funded, how it is to operate and what functions it is to carry out;
- 2.4. Determine how appropriate youth justice services are to be provided and funded;
- 2.5. Oversee the formulation each year of a draft youth justice plan;
- 2.6. Oversee the appointment or designation of a youth offending team manager; and
- 2.7. Agree measurable objectives linked to key performance indicators as part of the youth justice plan
- 2.8. Delivering the principle aim of reducing offending and re-offending
- 2.9. Ensures the delivery of the Youth Justice Plan
- 2.10. Ensuring the YOT’s infrastructure needs is addressed.
- 2.11. The Management Board will at each Board Meeting scrutinize
- 2.12. The performance of the YOT against YJB national indicators
- 2.13. Using YOT management information to inform strategic planning and decisions aimed at preventing youth crime.
- 2.14. Ensuring the Youth Offending Service is adequately resourced, with equitable contributions from partner agencies including the use of pooled funds.
- 2.15. Ensure the YOT financial position is reviewed at each Board meeting,
- 2.16. Ensuring the YOT staff receives appropriate training and development opportunities to address any competence deficits.
- 2.17. Ensuring the children and young people with whom the YOT works have access to appropriate mainstream services.
- 2.18. Ensuring the provision of strategic links to cross cutting targets and objectives and overall local authority improvements.

- 2.19. Ensuring the dissemination of information to respective partnership organizations relating to key YOS messages, developments and multi-agency working arrangements.
- 2.20. Agreeing arrangements for reporting on the performance and resourcing needs of the YOT to local authority members, and other relevant bodies.
- 2.21. The board to be provided with the regular reports on CSSPI (Community Safeguarding and Public Protection Incidents) and High Risk cases and advise on partnership focused protective factors to manage risk.
- 2.22. Ensuring that the principle aim of preventing offending by children and young people is properly reflected in the work of the other related strategic partnerships and strategies e.g. The Children and Young People's Plan.
- 2.23. Ensuring that actions taken by each agency, which may positively or adversely affect the YOS in executing its primary aim are brought to the attention of the Board.
- 2.24. Ensuring that the YOS has appropriate access to mainstream children's services to meet the needs of children who offend, including those in custody.
- 2.25. The local authority will provide the administrative support for the Management Board. This will include financial, legal and health and safety advice and arrangements for the procurement of goods and services.
- 2.26. The youth offending service is ideally placed to coordinate activities in relation to youth crime prevention. The YOS aims to support key responsibilities of the local authority and partners including:
 - Community safety
 - Substance misuse reduction
 - Raising educational achievement
 - Improving mental health
 - Better outcomes for looked after children and corporate parenting
 - Preventative services for children at risk

3. Key objectives for the Management Board

- 3.1. Examine and question performance data supplied by the YOS
- 3.2. Using YOS performance data to establish any areas of underperformance and to address these using a problem solving approach
- 3.3. Monitoring of CSPPI and recommendations of Critical Learning Reviews and further Local Management Reports (where appropriate).
- 3.4. Examination of the YOS case studies highlighting good practice and conversely areas that require development.

4. Key Performance Indicators:

- Reduce the number of first time entrants to the CJS
- Reduce re-offending

- Reduce the number of young people receiving a conviction in court sentenced to custody
- Increase the number of young people engaged in suitable education, training or employment (ETE).

5. Links to other groups

It is recognized that the YOT is both a criminal justice agency and a children and young people's service. Consequently the Board is accountable to the Safer Harrow Partnership Board for issues related to the management of youth crime and to the LB Harrow Children's Safeguarding Board.

6. Review

The Board will review its terms of reference and membership on an annual basis.

7. Memberships

The YOT management board should comprise of senior representatives of the local authority chief executive and of chief officers from the statutory partners including: education, police, probation, housing and health. It is essential members of this group have sufficient seniority and authority to be able to commit resources to the YOS or wider youth crime prevention agenda and problem solve without having to refer back to their chief officer, though they will need to account properly to their own agency for their decisions.

Name	Role and organisation	Contact Details
Melissa Caslake	Divisional Director, Targeted Services Division, Children Services (Chair)	Melissa.Caslake@harrow.gov.uk
Parmjit Chahal	YOT Service Manager,	Parmjit.Chahal@harrow.gov.uk
Aman Sekhon-Gill	Team Manager, YOT	Aman.Sekhon-Gill@harrow.gov.uk
David Harrington	Quality Assurance and Improvement Service Manager	David.Harrington@harrow.gov.uk
Claire Smart	Harrow BCU Commander (Metropolitan Police)	Claire.E.Smart@met.police.uk
Catherine	Associate Clinical Director	catherine.knights@nhs.net

Knight	of Harrow CAMHS	
Mike Howes	Assistance Director, Community Safety	Mike.Howes@harrow.gov.uk
Mike Herlihy	Legal Team Manager, Harrow Youth Court	hamlin.herlihy@talktalk.net
Farzana Aldridge	Harrow School Improvement Partnership Manager (for education & learning)	Farzana.Aldridge@harrow.gov.uk
Carol Flowers	PCT, Head of commissioning for children and families	carole.flowers@nhs.net
Marcia Whyte	Probation Service	Marcia.Whyte@london.probatation.gsi.gov.uk
Sarah Brimelow	Youth Justice Board	Sarah.brimelow@yjb.gov.uk
Ifeona Williams	Victim Support	ifeona.Williams@vslondon.org
Dan Burke	Voluntary Sector	dburke@ignitetrust.org.uk

In addition to the core membership, the Board will invite other partners who can make a significant contribution to the prevention and reduction of youth crime to attend meetings for specific issues as appropriate. This will include:

- Youth Justice Board
- Justices' Clerks for Young People
- Chief Housing Officers
- Connexions
- Director Learning and Skills Council
- FE Colleges
- Prison Service
- DAAT

8. Chairing Arrangements

- 8.1. Meetings of the Management Board will be chaired by the Divisional Director for Children's Service ('The Chair').
- 8.2. A Vice Chair will be appointed on an annual basis by resolution of the Management Board.

8.3. In the absence of the Chair, the Vice Chair shall chair a meeting of the Management Board.

9. Attendance

Each Board member will ensure that where they are unable to attend that a senior representative of the agency attends in their place.

10. Schedule and Management of Meetings

10.1. The YOT Management Board will meet monthly at the LB Harrow Civic Centre. These meetings may be supplemented by special meetings that may be called by the Chair for an appropriate reason or at the request of three members in writing.

10.2. The Chair and the Service Manager of the Youth Offending Team will determine the content of the agenda. However, any member or adviser may request by ten (10) working days before a meeting any item they wish to have on the agenda.

10.3. No decision shall be taken at a meeting of the Management Board unless a quorum is present.

10.4. A quorum is where there are three or more members (Example: Children Services, Chief Superintendent Harrow Police, Probation, Primary care trust)

Signed for and on behalf of:

The LB Harrow
Date: 28.07.13

.....

Authorised Signatory

Harrow Metropolitan Police
Date: 28.07.13

.....

Authorised Signatory

LB Harrow Probation Service
Date: 28.07.13

.....

Authorised Signatory

LB Harrow Primary Care Trust
Date: 28.07.13

.....

Authorised Signatory

Schedule of YOT Improvement Board Meetings: 2013

28th June	Committee room 1 & 2
19 th July	Committee room 1 & 2
8th August	Committee room 1 & 2
20th September	Committee room 1 & 2
18th October	Committee room 1 & 2
22nd November	Committee room 1 & 2

APPENDIX 3

YOUTH JUSTICE ACRONYMS

ABC	Acceptable behaviour Contracts	FIF	Families in Focus
ASBAG	Antisocial behaviour action group	ISS	Intensive supervision and surveillance programme
ASBO	Antisocial behaviour order	LAC	Looked after child (ren)
ASSET	The YOS assessment tool	MAPPA	Multi-agency public protection arrangements
BCU	Borough command unit	ONSET	An early prevention assessment tool
BIP	Behaviour improvement plan	PAYP	Positive activities for young people
BTP	British Transport Police	PSR	Pre-sentence report
CAF	Common assessment framework		
CAMHS	Child and adolescent mental health services		
CIN	Child (ren) in Need	YOIS	Youth offender information system
CJU	Criminal justice unit	PSR	Pre-sentence report
CPS	Criminal prosecution service	YOIS	Youth offender information system
CBS	Cognitive behavioral skills	ONSET	An early prevention assessment tool
DBS	Disclosure Barring Service		
CSF	Children, Schools & Families		
DAT	Drug action team		
YOI	Young offenders institution		

LONDON BOROUGH OF HARROW

COUNCIL

14 NOVEMBER 2013

QUESTIONS WITH NOTICE (ITEM 15)

Fifteen minutes will be allowed for Members of the Council to ask a Portfolio Holder a question on any matter in relation to which the Executive has powers or duties.

1.

Questioner: Councillor Thaya Idaikkadar

Asked of: Councillor Susan Hall (Leader of the Council and Portfolio Holder for Community Safety and Environment)

Question: "Without going into any personal or confidential details could you provide breakdown of what was the BAME staff profile at the level of Head of Service, Divisional Director and Service Managers levels of the previous structure at Environmental Services? And what is the new profile of the BAME staff at the same level now at Divisional Director and ESM level."

Answer: The original pre-towards excellence structure had two members of BAME staff at Service Manager, Divisional Director and Head of Service Level. The new structure has appointed three BAME members of staff at Divisional Director and ESM levels.

As is the case in many organisations, BAME employees are less well represented in management roles across the Council. The additional member in the new structure is therefore a positive step in our progress to re-dress this imbalance in our workforce.

Supplemental Question: Susan, this does not reflect the whole society in Harrow. Why do you think it is?

Supplemental Answer: I do not know. It is something that clearly you could have sorted out when you were in control and to be very fair, we did not sort out when we were in control before that. It is an ongoing issue for all of us. We do not reflect the society within which we work and it is obviously worth looking into.

On 25th of this month, I believe Thaya, you, I and Alex Dewsnap have got a meeting to see how we can take forward issues to

see how we treat BAME staff etc in the Council. We all take this issue seriously and if anybody can come up with very good ideas as to what we can do to make it better then please do let us know because it is an important issue.

2.

Questioner: Councillor William Stoodley

Asked of: Councillor Paul Osborn (Portfolio Holder for Communications, Performance and Resources)
Answer provided by Councillor Susan Hall (Leader of the Council and Portfolio Holder for Community Safety and Environment)

Question: "I note that the scrap metal licence decision was taken as an urgent decision. Can you tell me why this was not referred to Cabinet?"

Answer: Yes I can and I am quite thrilled to tell you this one.

Whilst the Scrap Dealers Act 2013 received Royal Assent on 28 February 2013, the Scrap Metal Dealers Act 2013 (Commencement and Transitional Provisions) Order 2013 was not made until 6 August 2013. This Order laid down the timescales in respect of the introduction of the main provisions of the Act and the transitional period in respect of the receipt by local authorities of applications from persons who are currently registered as a scrap metal dealer or motor salvage operator.

The Council had between 1 September and 1 October to set its fees and it was best felt to do this at the beginning of this timeframe. Therefore, permission to sign off was obtained by an Urgent Non-Executive Action, signed by all three group leaders and explained to all three leaders, between 28 and 30 August. Therefore, it was done with complete co-operation of all parties.

Supplemental Question: Could the Leader explain why she felt it was satisfactory to nod something through with the signature of all three leaders of the main major parties with respect to scrap metal but not with respect to the Community Infrastructure Levy?

Supplemental Answer: You cannot compare apples and pears.

3.

Questioner: Councillor Krishna James

Asked of: Councillor Barry Macleod-Cullinane (Portfolio Holder for Adults and Housing)

Question: “Could you provide the ethnic breakdown of mental health service users especially numbers of Afghan, African Caribbean, Gujarati, Somali and Tamil origin; and what specific provisions do we have to meet their needs in Harrow?”

Answer: Thank you very much Councillor James for your question.

This is a very broad question and to answer it from a social care perspective is quite important. We are entirely compliant with the law but the distinction that you are drawing between the various groupings are not recognised by the law that we have to comply with and which we do comply with. I would like to give you a broad sense using the Referrals, Assessments and Packages (RAP) of care data from 2012/13 which is following the Department of Health classifications under the Equality Act 2010 and in terms of the Mental Health clients who presented and were offered a secondary social care service the breakdown of their identified ethnicity were as follows:

37% were White British;
10% Other White background;
14% Indian;
12% Other Asian background;
13% Any other ethnic group
5% Black Caribbean;
5% Black African.
2% Any other Black
2% Not obtained or Refused

It is important to understand what we do to support the various groups. As you can see, the actual presentation fits very closely what we know is the general demographic make up of Harrow from the latest census data and it is important to understand how services that we are providing to the various groups are so followed.

In terms of service provision within Harrow, there are a range of mental health services which target people from particular ethnic faith or heritage backgrounds, in the voluntary and community service sector, including Sneh Care, Ekta, Hayaan and DAWN.

The Bridge is also developing as a flexible community resource for people living with mental illness and a growing range of diverse groups are starting, including an Asian Women’s Group (led by DAWN), a BME advice service (led by Rethink), a Tamil group (led by an existing Tamil support network from out of the borough who have been invited to Harrow by the Vice Chair of the Harrow User Group). Ekta does not require access to The Bridge as it is operating happily elsewhere but discussions are ongoing about opportunities for other groups to come into The Bridge. All of the services can be found on the Mind website

and I recommend that you read that and if there are any gaps we will be more than happy to look at that to make sure that groups are being covered and we are not missing any of our wonderful residents out because it is fair to make sure, and I would urge everyone to be alert to how Mental Health can be overlooked, unlike physical disabilities, it is something which people just do not see and we need to make sure that we stand there and support people who do need our assistance.

Harrow has developed a huge range of multiple services through its personalisation agenda and that I think it is a really encouraging development because it is meaning that we are making sure service care is tailored to the individual care needs of the user far more so than in the past, which ultimately lead to better outcomes in the modern service.

Supplemental Question: Thank you very much for a very comprehensive answer and I am aware of some of the stats and I will be looking further into them.

What I do want to ask supplementary is that have you actually made it your business to look at some of the specific BME provisions yourself or do you know of anything recently that is being checked out, because the reports I get are slightly different? It appears very good comprehensively but I would like him, if I could mention, because I am concerned about Ekta you mention and also Sneh Care. What actually goes on there? I would like us to follow it through.

Supplemental Answer: I would be more than happy to sit down and go through any concerns you might have and indeed for any other Member in this Chamber and any members of the public here. This is an important issue to get right. It is an important issue that we need to get right and provide support to make sure that we have the services in place.

We have got a range of new groups and organisations coming in, but we need to make sure that those services are done correctly. We have got a peer review on Adult Safeguarding coming in next week and it is part of that review. Are we doing the right things? Are we making sure our governance around the people who are most at risk are being followed through? I would urge everyone who has not been trained to do so on Safeguarding. It is absolutely vital and Mental Health is an important part of that.

Thank you.

The following questions were not reached in the time limit allocated. It was noted that written responses would be provided, which have been reproduced below:

4.

Questioner: Councillor Thaya Idaikkadar

Asked of: Councillor Stephen Wright (Property and Major Contracts)

Question: "Is the Portfolio Holder aware there is a contract called BARTEC and what it actually delivers?"

Written Answer: The council does not have a contract with Bartec. Capita who are contracted with the council as part of the business transformation programme have subcontracted Bartec to implement a common IT system for all of environmental front line services and operational staff. This contract will provide a flexible solution enabling reporting on a wide range of services, better and timely communication with customers across all channels, schedule pre-planned and assign reactive work, provide performance management to ensure work is being completed to time, quality and standard and replace paper with a range of mobile devices.

5.

Questioner: Councillor William Stoodley

Asked of: Councillor Susan Hall (Leader of the Council and Portfolio Holder for Community Safety and Environment)

Question: "How do you rate Harrow Council's relationship with the local police?"

Answer: Harrow Council continues to enjoy an extremely positive relationship with the Police, working under the Partnership banner of Safer Harrow. The relationship is rated highly by both sides.

Our joint work with the Police is, I believe, second to none and sees us working together on many projects. The Police are key partners in crime reduction, obviously, and participate in monthly joint intelligence and tasking meetings. The Police also contribute positively to the reduction of anti-social behaviour with two officers embedded in the Council's ASB service at the depot.

The Police also make key contributions to both children's and adult safeguarding work through work on the MASH and MARAC initiatives. Council officers routinely have close contact with Police colleagues and this has led to very positive working relationships which have benefited both the Police and the Council.

6.

Questioner: Councillor Thaya Idaikkadar

Asked of: Councillor Susan Hall (Leader of the Council and Portfolio Holder for Community Safety and Environment)

Question: "How much the PRISM has cost the Council?"

Written Answer: Actual expenditure to date for the PRISM project is £1,449K.

7.

Questioner: Councillor Thaya Idaikkadar

Asked of: Councillor Susan Hall (Leader of the Council and Portfolio Holder for Community Safety and Environment)

Question: "Cllr Hall has publicly blamed CAPITA for a number of things. How does this publicly posturing affect Council's procurement policy?"

Written Answer: Whilst Capita has done a good job running the day to day IT service there have been significant delays in their delivery of the transformation programme for IT. These delays have caused problems for the Council and impacted the ability of our staff to carry out their jobs whilst using outdated equipment and systems. We have been very concerned about these delays, the impact they have had on our ability to run our services and on our reputation. The situation has not been acceptable and concerns have been discussed at the highest level of both organisations.

The Council however manages the contract very tightly and uses the contractual levers to bring about improvements. The costs of the programme over running have been borne by Capita.

This type of discussion between customer and supplier is not unusual and it is essential that we are very clear with our suppliers when they fall short of the expected performance levels.

Looking forward, we will be starting the process next year to re-procure our IT service. Officers have been working hard to prepare for this process. Our procurement strategy will be to appoint the best and most cost effective supplier to deliver the Council's needs.

8.

Questioner: Councillor Thaya Idaikkadar

Asked of: Councillor Susan Hall (Leader of the Council and Portfolio Holder for Community Safety and Environment)

Question: "Why has Flash Musicals been treated differently to any other lease operated and managed by the Council?"

Written Answer: As you know no final decision has been made, regarding Flash Musicals.

At this stage I don't think it is possible to say if Flash Musicals has been treated differently or not.

As you know, at the Call-in Committee, it was suggested that by taking the decision you took you had acted unfairly in relation to the Voluntary Sector.

I will be meeting with the Voluntary Sector soon to clarify if they have any concerns and I will be addressing other recommendations made by the Call-in Committee. You and I are both agreed that this long running saga must be brought to and end as soon as possible in a fair as way as possible.

9.

Questioner: Councillor William Stoodley

Asked of: Councillor Janet Mote (Portfolio Holder for Children and Schools)

Question: "How many children in our Borough left education in the last three years at the age of 16, and how many of them are now in full employment?"

Written Answer: The question asks about full-time employment. Most school leavers are in some form of education from 16-19 or in some form of part-time employment with an educational element attached to it. Those who were in employment, full time or otherwise, without any known educational input was as follows:

2010-11: 17

2011-12: 49

2012-13: 22

Total: 88

The percentage of Harrow's young people aged 16-18 years old who were not in Education/Employment/Training or whose

current activity is not known has dropped over the last few years.

As at 2012, 3.6% were either not in Education / Employment / Training (NEET) or whose current activity is not known, compared to 4.6% in 2011 and 5.1% in 2010. Latest figures (October 2013) show that just 1.9% are NEET. 77 young people are known to be NEET (Year 12-14), the lowest in north-west London. Figures to 2012-13 are not yet confirmed as, at this time of year, many young people are changing their options.

From June 2013 there is a duty on all young people to continue in education or training until their 17th birthday and, from June 2015 to their 18th birthday. Employers who employ young people without any recognised training or educational provision offer who left school this year would be in breach of this duty too.

10.

Questioner: Councillor Krishna James

Asked of: Councillor Susan Hall (Leader of the Council and Portfolio Holder for Community Safety and Environment)

Question: "In relation to rubbish outside Glebe School and kids delegation and presentation before the Council, what is the portfolio holder doing to address this problem?"

Written Answer: The current administration has increased the cleansing of residential areas across the Borough from a six week to four week cycle when a hand sweep of all pavements and a mechanical sweep of all carriageways take place. The cleanliness of the borough is one of the stated proprieties of this administration and new resources have being applied to this issue. The area adjacent to Glebe school is blighted by fly tipping. The Council's Blitz Team have cleared rubbish from the vicinity and our scheduled cleansing has been increased around the school. In between these scheduled cleans we would also remove any reported fly tips with in 24hrs (1 working day).

With regard to residents and shops using the litter bins, when street cleaning staff identifies evidence that links fly tipped waste to a person or premises they inform officers in the Enviro-crime team for the circumstances to be further investigated. Enviro-crime officers look at the evidence and where this is sufficient take further enforcement action. This action might range from a formal warning, through to an appearance in the Magistrates or Crown Court to answer charges.