

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

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Foreword

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

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

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

Councillor Varsha Parmar

Portfolio Holder, Public Health, Equality and Community Safety

Chair, Safer Harrow

Introduction

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

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

This new approach is designed to ensure that police, councils, and other partners are focused on the issues of greatest concern in their areas and that serious, high-harm, high vulnerability crimes that are a priority for the whole city are not overlooked. The new themes in the Mayor's Police and Crime Plan 2017-21 are:

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

This Community Safety and Violence, Vulnerability and Exploitation (VVE) Strategy sets out the Council's vision for tackling community safety in Harrow and takes into account the recommendations from two substantial reviews; the Home Office led Ending Gang and Youth Violence peer review in 2015 and the Local Assessment Process (LAP) in 2016,

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

which addressed the issue of gang and youth violence locally. Furthermore, given that there is now a new strategic approach from the Mayor to policing and crime, there are clear synergies with the VVE agenda in general and also with domestic and sexual violence under the '*Tackling Violence Against Women and Girls*' theme. This Strategy will therefore include our vision for Domestic and Sexual Violence.

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

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

Local Context

Harrow prides itself in being one of the most ethnically and religiously diverse boroughs in the country with people of many different backgrounds and life experiences living side by side. It is the richness of this diversity, and the positive impact that it has on the borough and our community, that we believe helps make Harrow such a great place to live, work and visit. 69.1% of residents classify themselves as belonging to a minority ethnic group and the White British group forms the remaining 30.9% of the population, (down from 50% in 2001). The 'Asian/Asian British: Indian' group form 26.4% of the population. 11.3% are 'Other Asian', reflecting Harrow's sizeable Sri Lankan community, whilst 8.2% of residents are 'White Other', up from 4.5% in 2001. In terms of religious belief, Harrow had the third highest level of religious diversity of the 348 local authorities in England or Wales. The borough had the highest proportion of Hindus, Jains and members of the Unification Church, the second highest figures for Zoroastrianism and was 6th for Judaism. 37% of the population are Christian, the 5th lowest figure in the country. Muslims accounted for 12.5% of the population.

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

² According to 2015 Mid-Year Population Estimates

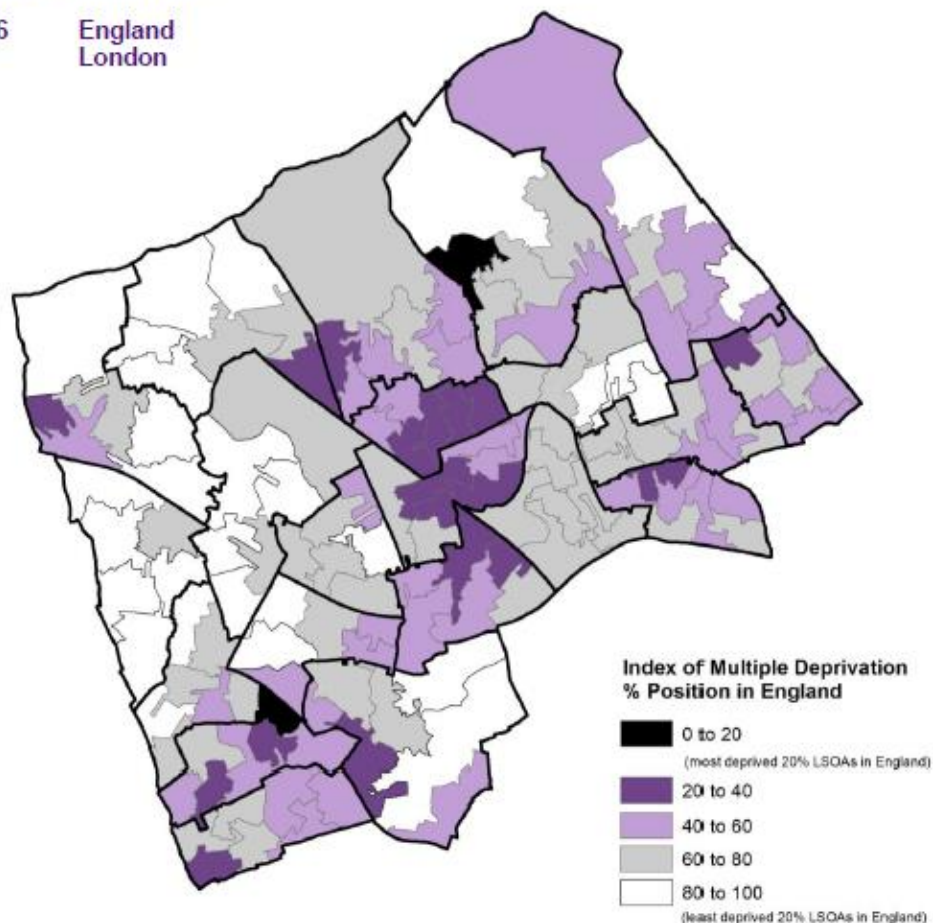


Figure 1 – Deprivation in Harrow based on the Index of Multiple Deprivation, 2015

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

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

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

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

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

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

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

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

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

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

⁷ <http://www.endchildpoverty.org.uk/poverty-in-your-area-2016/>
<https://www.gov.uk/government/statistics/households-below-average-income-199495-to-201516>

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

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

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

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

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

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

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

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

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

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

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

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

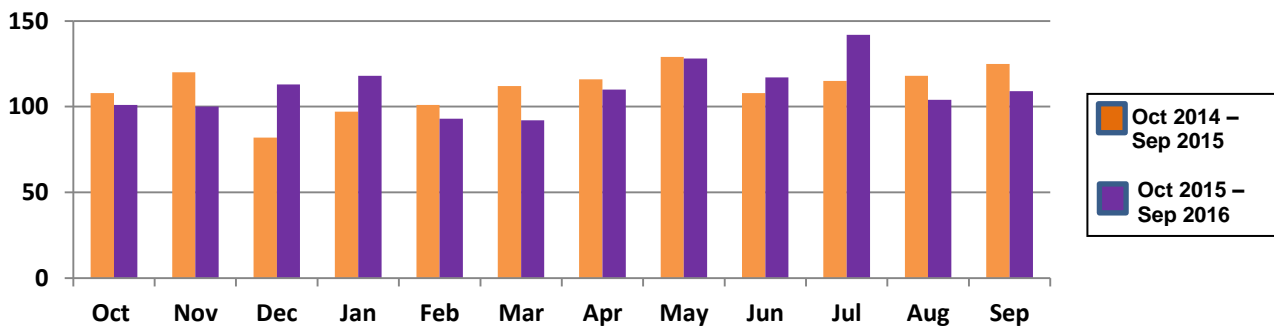


Figure 3 – Violence with injury offences (number) between October 2015 and September 2016 compared to the previous year

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

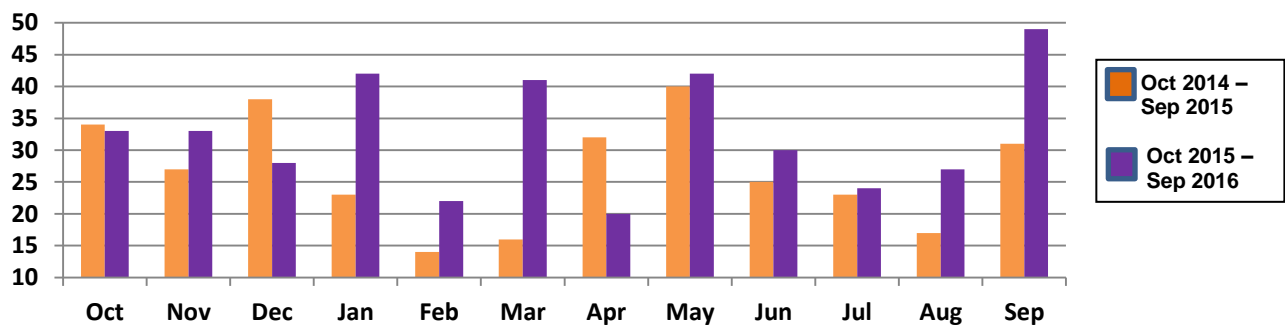


Figure 4 – Robbery offences between October 2015 and September 2016 compared to the previous year

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

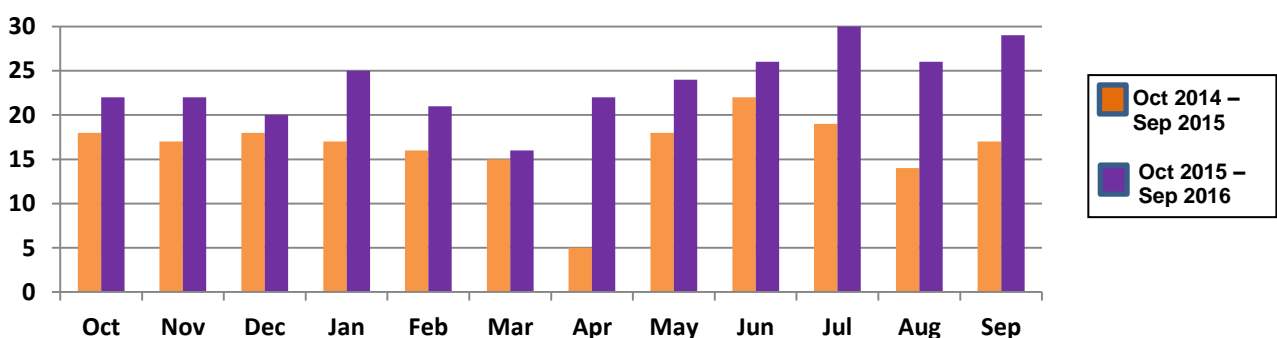


Figure 4 – Theft of a motor vehicle offences between October 2015 and September 2016 compared to the previous year

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

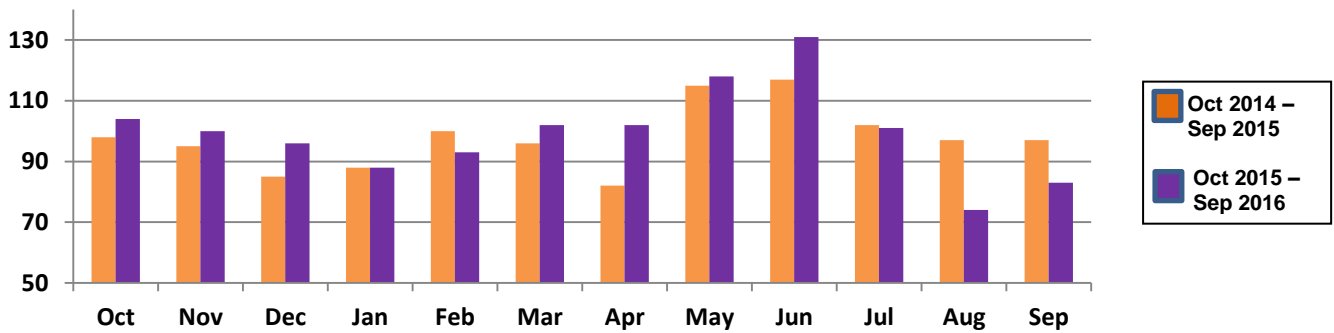


Figure 5 – Theft from a motor vehicle offences between October 2015 and September 2016 compared to the previous year

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

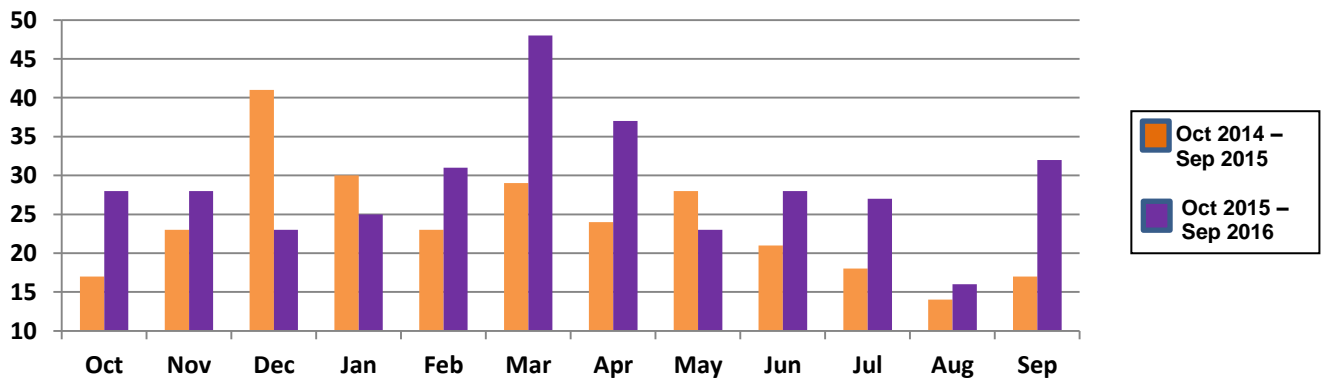


Figure 6 – Theft from a person offences between October 2015 and September 2016 compared to the previous year

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

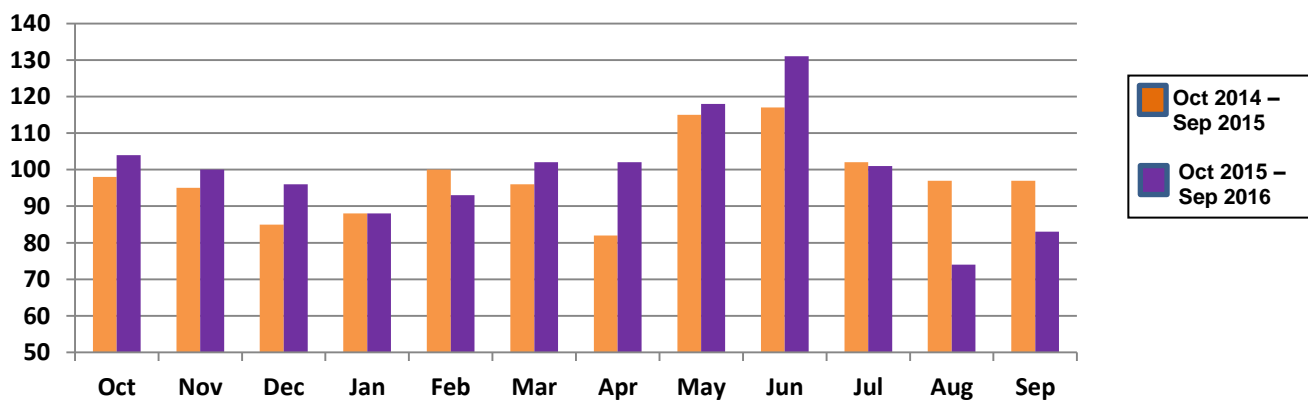


Figure 7 – Criminal damage offences between October 2015 and September 2016 compared to the previous year

Strategic Objectives

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

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

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

High volume crime

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

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

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

3. *Anti-social behaviour (ASB)* – To reduce the number of anti-social behaviour incidents that occur in the borough and ensure victims get the support they need.

High harm crime

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

1. *Youth violence and knife crime* –
 - a. To reduce the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons,
 - b. To embed a cultural shift within the schools on the issues of sexual assault, child sexual exploitation and digital exploitation, and to promote a culture of awareness of child sexual exploitation;

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

3. *Drug and alcohol misuse* –
 - a. To reduce the number of young people involved in the supply of illegal substances and to build resilience in young people so that they are able to spot the signs of dealer grooming;

b. To reduce alcohol and drug-related reoffending via targeted early support and treatment for ex-prisoners;

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

High Volume Crime

1. Burglary

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

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

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

Table 1 – Burglary offences in Harrow and neighbouring boroughs

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

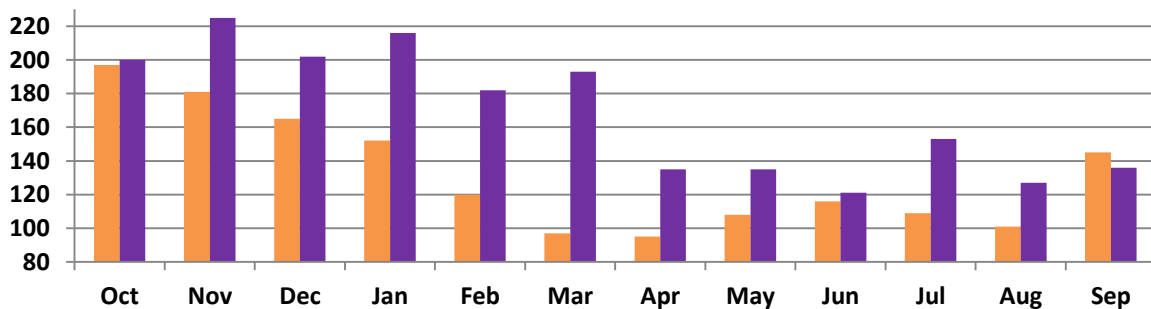


Figure 8 – Burglary offences between October 2015 and September 2016 compared to the previous year

Harrow Police have launched a campaign called ‘Autumn Nights’ which is aimed at increasing public confidence and reduction of a fear of crime, as well as a reduction of burglaries itself. This project aims to:

- Provide a lawful and proportionate policing response to the anticipated rise in residential burglary during the darker nights of the autumn

- Prevent burglary and provide a reasonable and proportionate response if a burglary is committed
- Work together with partner agencies

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

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

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

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

In addition to this, the Harrow Safeguarding Adults Board (HSAB) has identified a priority for future work in tackling scams, door step crime and distraction burglary which relate to older and vulnerable people. Locally there have also been victims and the HSAB wants to get a better understanding of the numbers and is promoting the "little book of big scams"

(Home Office/Metropolitan Police) and “watch out for scams” (“National Trading Standards/Police) publications as widely in the borough as possible.

2. Non-domestic violence with injury

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

The MOPAC Crime Dashboard⁸ shows an increase in Common Assault offences in the last 12 months, which make up 9.5% of total notable offences. Offences are highest in five wards in the south and centre of the borough, namely; Greenhill, Harrow on the Hill, Roxbourne, Marlborough and Roxeth wards. Over 43% of Common Assault offences across the borough occur in these five wards.

3. Anti-Social Behaviour

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

Examples of anti-social behaviour include:

- Nuisance, rowdy or inconsiderate neighbours
- Vandalism, graffiti and fly-posting
- Street drinking
- Environmental damage including littering, dumping of rubbish and abandonment of cars
- Prostitution related activity
- Begging and vagrancy
- Fireworks misuse
- Inconsiderate or inappropriate use of vehicles

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

The police, local authorities and other community safety partner agencies, such as Fire & Rescue and social housing landlords, all have a responsibility to deal with anti-social behaviour and to help people who are suffering from it.

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

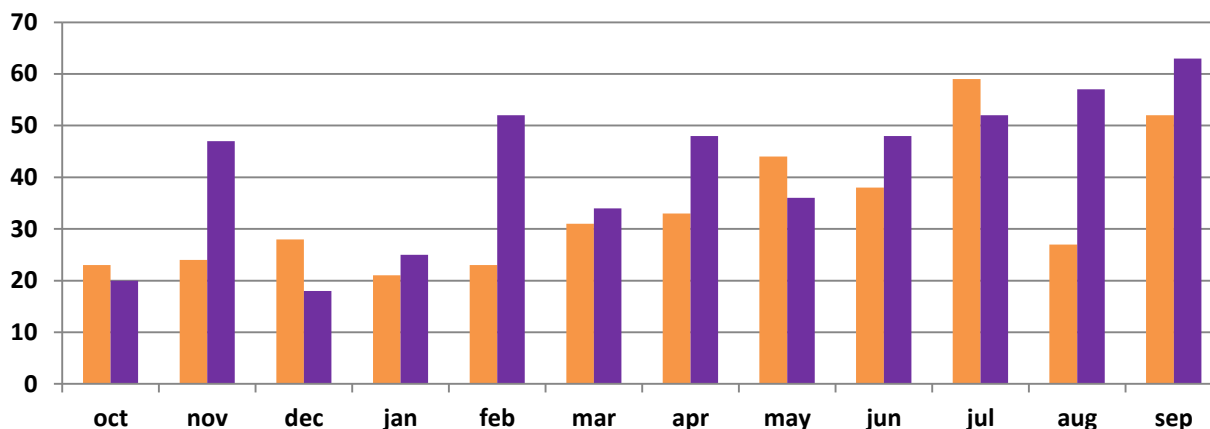


Figure 9 – Anti social behaviour incidents between October 2015 and September 2016 compared to the previous year

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

The Council's Community Safety Team is responsible for dealing with matters of Anti-Social Behaviour arising in the Borough and is responsible for investigating all complaints of ASB through to resolution using the appropriate tools and powers and through engagement with partners, including the Council's Housing Team. In order to enhance our partnership between the Council and the Police, Police Officers sit with the Team to ensure sharing of information and a co-ordinated approach for the Borough. To ensure the protection of the community, the team remit includes elements of violence and vulnerability and the central focus of the team is the victim and also supporting the community. Officers are also responsible for taking forward recommended actions outlined on the partnerships Risk Matrix, part of the Council's Anti-Social Behaviour Action Group (ASGAB), to support victims.

Currently the team has been acting as the Single Point of Contact for operational issues in relation to gangs and has been coordinating a partnership approach to dealing with gang related crime through monthly Gangs Multi Agency Partnership meetings, which has been set up in response to increasing violence from gangs on the borough and emerging risks of those exploited by gangs. The group meets on a monthly basis and bring together partners to add value to the enforcement options delivered by the police. The Community Safety Team work with internal and external agencies to tackle matters of violence, vulnerability and exploitation through identification, education, disruption and enforcement. The aims are to:

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

In addition to this, CCTV continues to play an instrumental role in making the borough safer. The Council works closely with the police in this area and delivers a 24/7/365 CCTV service. This has worked well and includes utilising direct video and radio links. The good work of the team has been recognised at a local and regional level.

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

the council will continue to engage with the development of any regional strategy in this area.

Services for offenders

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

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

High Harm Crime

Violence, Vulnerability and Exploitation (VVE)

This strategic objective for Harrow has been informed by the Ending Gang and Youth Violence Peer Review, which was commissioned by the Home Office in 2015. The Review found that Harrow is dealing with some of the highest risk young people, and recognised emerging issues of serious youth violence vulnerability and exploitation. Following the Peer Review, a Local Area Profile was commissioned which involved a one-day Local Area Assessment, giving us invaluable insight through interviews and focus groups with front-line practitioners to gather information, building a qualitative picture of the key issues

and drivers around county lines with our neighbouring boroughs, gangs, youth violence and vulnerability. Additionally, one of the recommendations of the Peer Review was to develop a problem profile, which explores the risk factors that affect violence, vulnerability and exploitation and gain an in-depth understanding of the causes of gang membership. In identifying these issues, we hope to reduce the number of people drawn into gang membership through early intervention and equipping existing gang members with the support they need to exit a disruptive pathway. This will not only safeguard younger siblings and family members who may be on the periphery of exploitation but also help to prevent gang culture becoming further embedded in Harrow.

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

4. Youth violence and knife crime

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

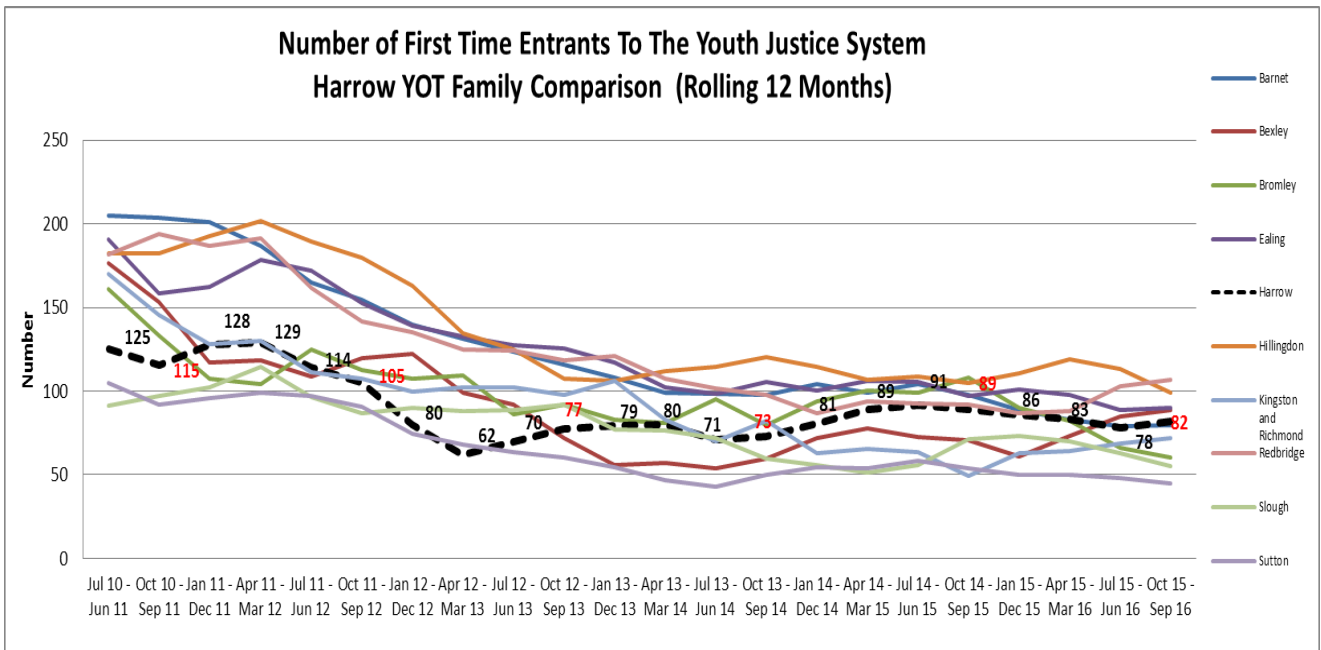


Figure 10 – Number of first time entrants to the Youth Justice System

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

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

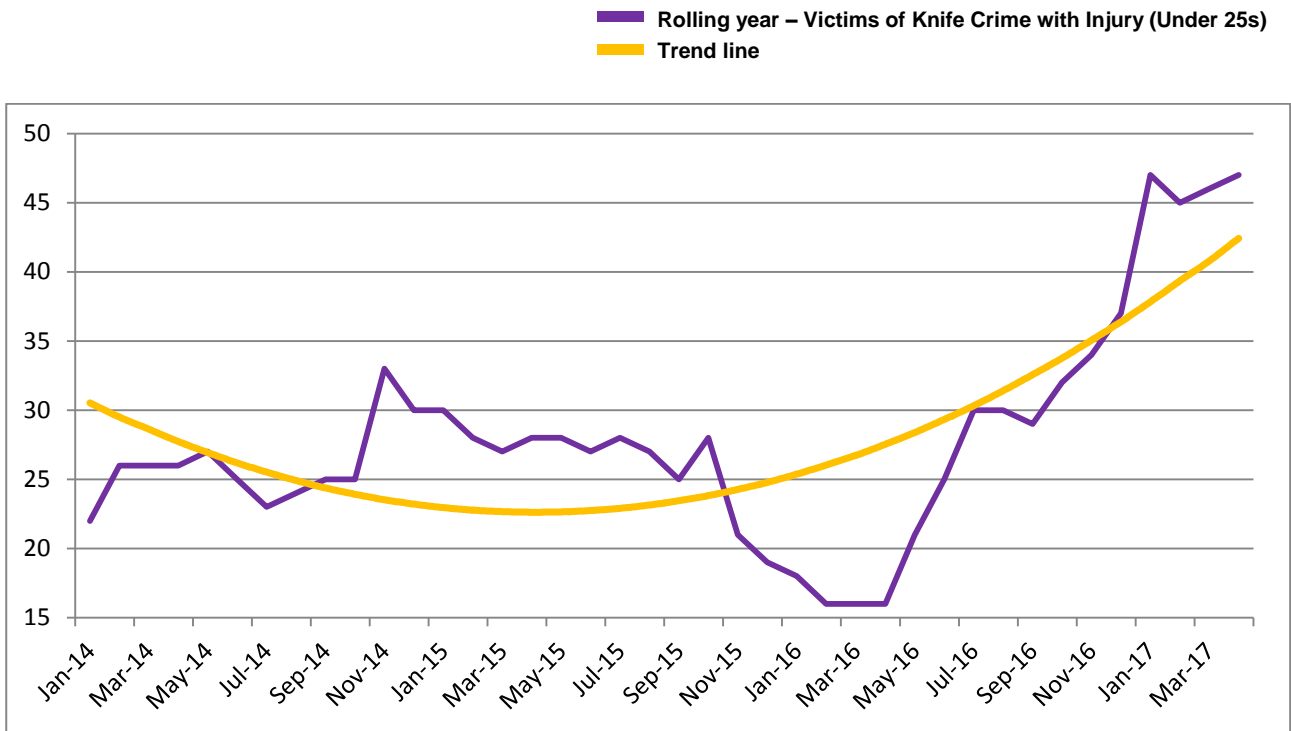


Figure 11 - Knife Crime with Injury (Under 25s) from October 2015 – April 2017, MOPAC Dashboard

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

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

This service aims to achieve a reduction in youth offending and gang-related behaviour, and support young people to disengage with and ultimately leave associated gangs. The Gangs Worker will work in close partnership with the Community Safety Team and attend monthly GMAP meetings to share intelligence and anecdotal insight. Outcomes will

include reduced incidents of violent youth crime in Harrow and a reduction in children and young people 'coming to notice' by the police and young people demonstrating improved self-esteem, engagement, confidence and skills, helping them to make positive choices and increasing their aspirations and hope for the future. The programme will enable young people to demonstrate improved personal and social skills such as communication and emotional resilience.

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

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

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

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

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

In conjunction with these practical activities, the Youth Offer delivers a programme to help young people explore their current mind-set and consider ways of approaching different situations that they are faced with both in and out of school. The Mental Toughness programme works closely with young people aged 12 to 19 to help them drive positive and sustainable changes that will make a real difference to their attitude, mind-set and behaviour. The aims of the programme are to help them; not to fear failure; challenge stereotypes & ditch labels; be resilient to challenge; be confident to make mistakes.

In addition, Children's Services have been in discussion with Ignite to look at ways in which to partner further and develop a more bespoke youth offer to the area which will include joint outreach/detached youth work, engagement events with young people in the South Harrow area and youth club sessions built on the feedback from young people as to what they want to see delivered. It is the intention that once a model of delivery is agreed and rolled out at the Beacon Centre, that this model is then replicated in other areas of Harrow where there is a need.

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

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

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

In providing a joint response to child sexual exploitation (CSE), missing children, and gang related activity, Harrow Children's Services took the steps to mobilise resources associated with Violence Vulnerability and Exploitation and create the Violence, Vulnerability and Exploitation (VVE) team in April 2016. The VVE Team has a CSE Coordinator, Missing Children/Runaways Family Support Worker and a Gangs worker in order to provide a joined up response to children and young people displaying vulnerabilities associated with these key risk areas. This work compliments the work being carried out by the Community Safety Team, informing and supporting intelligence shared at monthly Gangs Multi Agency Partnership meetings. The VVE team works in collaboration with key partners, including the Police, Youth Offending Team and Education to provide a joint response to CSE, Missing Children and Gang related activity, as well as being involved in Channel and preventing extremism. The team also serves to develop key themes and trends, improve collective response through an informed understanding of the issues, which will feed into the development of the problem profile in respect of young people.

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

Case Study

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

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

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

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

We know that young women in Harrow, particularly from the Black, Asian and Minority Ethnic communities (BAME), are disproportionately affected by crimes of sexual assault in schools, and Child Sexual and Digital Exploitation. A report by the Government's Women and Equalities Committee released on 13 September 2016 shows that sexual harassment and sexual violence in schools are widespread nationally. Testimonials from young women and girls affected suggest that schools are failing to deal effectively with the problem. A

new programme aimed at early intervention and prevention will be delivered by Wish, a charity supporting young people into recovery from self harm, violence, abuse and neglect. Wish will work in close partnership with the Harrow Violence Vulnerabilities and Exploitation team, to deliver an Outreach and Support service to young people within identified schools and/or “hotspot” areas in Harrow. Working within clearly identified strategic goals agreed across multi-agency partnerships such as the local authority, police, health and other key agencies like probation and youth offending, information and intelligence will be shared to fully understand the local patterns of child sexual exploitation and peer related sexual violence, to disrupt and deter perpetrators and to identify, help and protect children. Raising awareness across the community is crucial, and the service will work with children to develop materials to support other children to understand the risks and issues. Schools will be supported to deliver appropriate responses to young people on the issues, and to tackle incidents such as sexual assault in appropriate ways.

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

Female Genital Mutilation (FGM)

Female genital mutilation (FGM) refers to procedures that intentionally alter or cause injury to the female genital organs for non-medical reasons. FGM is a criminal offence – it is child abuse and a form of violence against women and girls, and has been illegal in the UK since 1985, with the law being strengthened in 2003 to prevent girls travelling from the UK and undergoing FGM abroad⁹. FGM is a procedure where the female genital organs are injured or changed and there is no medical reason for this. It is frequently a very traumatic and violent act for victims and can cause harm in many ways the practice can cause severe pain and there may be immediate and/or long-term health consequences, including mental health problems, difficulties in child birth, causing danger to the child and mother and/or death. The age at which FGM is carried out varies enormously according to the

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

community. The procedure may be carried out shortly after birth, during childhood or adolescence, just before marriage or during a woman's first pregnancy.

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

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

North West London Healthcare Trust safeguarding nurses have ensured that questions about FGM are routinely asked as part of the Trust's safeguarding policy. These questions are asked regardless of whether the child or mother are attending accident and emergency, paediatrics, maternity or a surgical ward. Since the introduction of mandatory reporting for certain professions, combined with the local awareness raising activity, referral figures are increasing. Referral figures to the MASH have risen from an average of 3-4 per year prior to 2015 to 14 in 2015-6. While most of these cases were children identified as potentially "at risk" of FGM, one case was of a young woman who had already had FGM. This case was investigated and it was established that she had undergone FGM prior to arriving in the UK.

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

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

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

Case Study

Schools in Harrow have been working with NSPCC and FORWARD on FGM. Norbury School is the leading primary school in the NSPCC Talk PANTS programme and lead in Female Genital Mutilation education, working alongside the Azure Project with the Metropolitan Police. The school had six months of regular meetings with stakeholders including health services, children's services, their parent group, the voluntary sector, the police, cluster schools and charities to understand the facts, the various educational approaches, training and engagement with communities. Following these meetings the school created their own FGM lesson plans, resources and approaches which they were shared with their stakeholders and modified as required. All Year 5 & 6 pupils' parents met the school and reviewed the resources before the lessons were piloted and INSETs were held for their staff, governors and parents. Under the slogan My Body My Rules, Norbury has specific FGM lessons from year 3-year 6. Norbury School has also delivered CPD Online seminar lessons and has participated in three conferences, a radio programme and has developed a video. They are also a case study championed by the

Home Office and have shared the approach and learning with other schools. Their role in raising awareness of FGM has also been recognised by the United Nation, within the Big Bro Movement.

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

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

Domestic and Sexual Violence

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

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

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

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

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

There has been a clear increase in recorded domestic offences in London. In the year to December 2016 there were over 149,000 incidents, which was an increase of 3.0% compared to the previous year. In December 2012 there were 118,013 incidents, which has increased year on year. Barking and Dagenham has the highest recorded rate of domestic abuse in London, with 26 incidents per 1,000 population as of December 2016. In Harrow the rate was 12 as of December 2016, with only Richmond upon Thames and Kensington and Chelsea having lower incident levels (11 recorded incidents per 1,000 population).

There are challenges in capturing an accurate picture of the levels of domestic and sexual violence in Harrow, including under-reporting by victims, inconsistencies in approach to data collection across services, Home Office changes to the way MPS police forces record

domestic violence offences and the hidden nature of this type of violence and associated stigma. Therefore, whilst the data we have collected enables us to look at general trends, we suspect that the true levels of domestic violence in the borough are likely to be higher.

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

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

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

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

We need to better understand domestic violence in our local community, and will work jointly with our strategic partners to ensure access to high quality intelligence to map the nature of domestic violence in Harrow. In addition, we propose to work with local communities, partners and all stakeholders, to increase the number of crime reports, and in particular raising awareness of coercive control as a form of domestic violence.

Harrow has invested £552,000 over two years in domestic and sexual violence services through a contract with Hestia. Through this we have provided a six unit refuge for women and children fleeing domestic abuse; practical and emotional support, advice and

advocacy to victims and their children on matters including housing, welfare benefits, legal options, health, education, training and childcare; and Independent Domestic Violence Advocate (IDVA) provision.

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

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

The improvements can also be demonstrated through the reduced need for statutory social care interventions. Four couples who had been on Child Protection Plans were stepped down to Child in Need Plans; two couples whose children had been on Child in Need Plans improved and their cases were closed; four couples remain on Child in Need Plans (partly because there are other concerns, for example about a parent's mental health or accommodation issues); one couple was not on a Plan.

Qualitative reports from interviews with the couples showed how much they valued the intervention and how much it helped change the interactions in their relationships, and, in some cases at least, had a beneficial knock-on effect on their children, who were happier

and more able to function at school. Partners reported not arguing as much or as heatedly and being able to cool things down between them when they did begin to argue. They talked about being able to keep their children in mind and being better parents. Eight out of eleven partners said they would seek the same kind of help again, and one had recommended it to a friend. Officers have now successfully secured funding from the Department of Education to extend the programme for another year.

Case Study

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

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

'The Floating Support Worker has accompanied me to the Police station on a number of occasions and she has also accompanied me to a Parent-Teacher meeting in relation to my child; her presence has made me feel safer and more confident. The Floating Support Worker has since the beginning of my case focused a lot on how I can increase my self-esteem, self-worth and sense of empowerment in my moving-on/recovery process in particular when I interact with my former partner during handovers and when we need to communicate by email. During this process I have gradually strengthened my emotional resilience and my ability to detach from my former partner's abusive behaviour on a mental and emotional level which has proved vital as I need to meet him face to face during handovers. I have learnt that I cannot give my power and control away to my former

partner and that I cannot stop him from exercising these forms of abuse against me. Instead I am slowly starting to understand that by detaching myself from my former partner on a mental, emotional and psychological level, I can reclaim power and control in my own life and chose how to respond to his abusive behaviour by not allowing it to affect me on a deeper level. This is a process however I have a greater belief in myself that I can do it'.

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

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

One of the Strategy Group's priorities for 2016/17 was signing up to the UK SAYS NO MORE campaign. UK SAYS NO MORE is a national campaign to raise awareness to end domestic violence and sexual assault and is a unifying symbol and campaign to raise public awareness and engage bystanders around ending domestic violence and sexual assault. We were very proud to be the first local authority partner and will continue to support the campaign over the coming year.

Over the life of the strategy, there has been a marked increase in referrals received into our services. This can be attributed to a number of factors, including the increased investment the Council has made; the fact that it has been a priority for the Administration and therefore has been subject of a long running communications campaign; and the

profile of domestic violence having been raised significantly, through changes in legislation, national campaigns and high profile media cases.

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

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

The Safer Harrow and Harrow Domestic and Sexual Violence Forum also aim to secure funding to continue current provision of domestic violence services for 2018/19. This will demand a true partnership approach with all avenues being considered. It is also proposed that a business case be developed to ascertain the options around potentially commissioning or developing a perpetrator programme locally. In addition, we would aim to future proof the Harrow Couples Domestic Violence Programme, to ensure that we can continue to provide this vital, ground breaking service. Perpetrator programmes aim to help people who have been abusive towards their partners or ex-partners change their behaviour and develop respectful, non abusive relationships. Taking part in a perpetrator programme can make a real difference to the lives of those involved, including children

who have been affected. The Harrow Domestic Violence Forum and Strategy Group have long called for a perpetrator programme to be provided more widely in Harrow (it is currently spot purchased by Children's Services on a case by case basis).

Drug and alcohol misuse

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

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

Harrow Young People's Substance Misuse Service (YPSMS) is provided by Compass who delivers a well-developed care pathway and range of early, targeted and specialist interventions that have been further developed throughout the year to increase Service User engagement including a Young People's Service User Group. Compass's co-location continues within the Youth Offending Team (YOT) to respond to youth cautions, youth conditional cautions and court orders in partnership with the YOT and the Police. The Compass Service Manager is a member of the Youth Offending Board and the Service has recently developed closer joint working arrangements at A&E to identify young people attending A&E with drug and /or alcohol related conditions.

There has been a significant increase in referrals from universal and alternative education between 15/16 Q3 and 16/17 Q3 with referrals from YOT remaining consistent. In 16/17

Q3 there were more referrals from education than from YOT which reflects the changing national picture. The Young people’s statistics from the National Drug Treatment Monitoring System (NDTMS) recent report highlighted that nationally, it is the first year of reporting that referrals from education services have exceeded referrals from youth/criminal justice sources.

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

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

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

Case Study

Compass’s first contact with a young person was in June 2016 when they were given ‘Triage’ by the Police for a possession of cannabis offence. The young person was required to complete statutory appointments with the YOT and Compass. Prior to their assessment with Compass, the young person had been using cannabis (on average) twice per month had a sibling in prison for a serious offence, a history of gang affiliation, anger issues and a complex family relationship. The young person (who had been using cannabis as a coping mechanism to deal with these issues) engaged well with the YOT who, as part of the process communicated with the police to inform them the young person had successfully completed their YOT programme. Once the sessions were completed with the YOT, the young person was given the option by Compass to continue to work with them on a voluntary basis which was accepted. The young

person appreciated the safe place they were given to talk and throughout their engagement and attendance was exemplary. The young person also reported during their Compass engagement that they only used cannabis on 2 occasions from their assessment with Compass to discharge (period of engagement lasting 9 months).

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

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

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

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

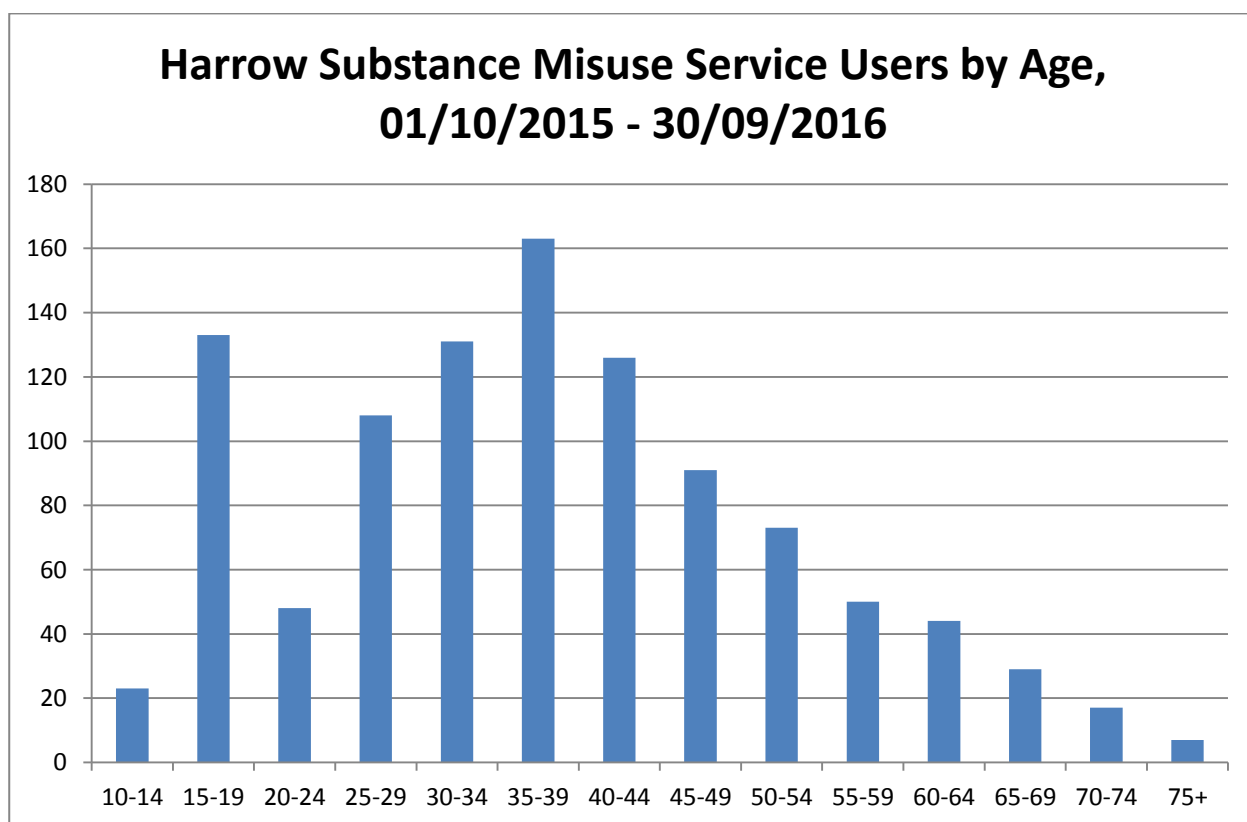


Figure 11 - Harrow Substance Misuse Service Users by Age, October 2015 – September 2016

The Harrow Adult Substance Misuse Service is delivered by Westminster Drug Project (WDP) who have a strong partnership and satellite provision with their Criminal Justice System partners by joint working and co-location with Police, Probation (National Probation Service and the Community Rehabilitation Company and at Court where Drug Rehabilitation Requirements and Alcohol Treatment Reports are delivered. WDP are co-located in Custody three mornings a week to undertake assessments and offer seven slots a week for required assessment appointments and all individuals that commit a “trigger offence” such as burglary, shoplifting and common assault are target tested. If positive for cocaine/heroin they will be required to come and see WDP for an assessment and also a

follow up appointment to support them into treatment. There is also continuation of the local drug testing on arrest (DTOA) initiative implemented in 2012 in partnership with the Metropolitan Police and continuation of the prison link/community resettlement pathway for substance-misusing prisoners with Integrated Offender Management (IOM). The presence of WDP staff in Custody also provides support to Custody officers in what to look out for in terms of an individual experiencing withdrawal of alcohol and / or opiates). WDP staff working in custody have MET clearance so they can undertake “cell sweeps” and deliver Identification and Brief Advice on alcohol (‘IBA’) which is a brief intervention approach and is aimed at identifying increasing risk drinkers.

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

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

The new Public Health Outcome Framework (PHOF) indicator 2.16 supports a priority under the National Partnership Agreement between NHS England, National Offender Management Service (NOMS) and Public Health England (PHE) to strengthen integration of services and continuity of care between custody and the community. Prisoners will need to be supported to engage in community treatment within three weeks of their release. The recent PHOF 2.16 activity shows the rate of successful transfer from prison to community treatment in Harrow is lower than the national average and represents a lost opportunity to potentially engage people who had been in treatment while in prison.

WDP have recently been awarded a two-year grant to provide a Prison Link Worker. Although a particularly difficult cohort to engage there is a great deal that can be undertaken to improve outcomes in this area and the Prison Link Worker will work with the prison’s CARAT (Counselling, Assessment, Referral, Advice and Through-care) team to

identify substance misusers within prisons. Links will be reinforced with key individuals within prisons and robust referral pathways implemented to ensure that all offenders are offered an appointment on release and where appropriate can be assessed within prison before their release. The Prison Link Worker will be co-located at NPs and CRC and other appropriate criminal justice settings including but not limited to prisons themselves.

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

Despite high abstinence levels, partly due to the ethnic and religious breakdown of the borough it is estimated that 50,000 people in Harrow are drinking at hazardous and harmful levels and 1,607 people have an alcohol dependence requiring treatment¹¹. We are committed to addressing the cause of alcohol misuse. Those drinkers who are drinking at any elevated level of risk will benefit from accurate identification and advice from their professional and the evidence base for the effectiveness of IBA is strong. The World Health Organisation and the Department of Health have both acknowledged over 50 peer reviewed academic studies that demonstrate IBA is both effective and cost effective in reducing the risks associated with drinking. On average, 1 in 8 drinkers who receive this type of support from a health care professional will reduce their drinking to the lower-risk levels¹². However, this may be an underestimation of the benefits as some may reduce their drinking but not to lower-risk levels.

WDP is currently delivering IBA across the borough and supporting Harrow stakeholders in the shared objective to improve the wellbeing and quality of life of residents. IBA training is currently being offered to frontline staff including Custody and Neighbourhood Police, Domestic Violence Agencies, Children and Family Services (including supporting family members to respond to change resistant drinkers, making family members more aware of

¹¹ Estimates of Alcohol Dependence in England based on APMS 2014, including Estimates of Children Living in a Household with an Adult with Alcohol Dependence Prevalence. Trends, and Amenability to Treatment - Public Health England, March 2017

¹² Moyer, A., Finney, J., Swearingen, C. and Vergun, P. (2002) Brief Interventions for alcohol problems: a meta-analytic review of controlled investigations in treatment-seeking and non-treatment seeking populations, *Addiction*, 97, 279-292.

barriers to change, harm reduction and impact of physical effects) to improve engagement with individuals who may not normally access a Drug and Alcohol Service.

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

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

Extremism and hate crime

The Counter Terrorism and Security Act (2015) placed a duty on specified authorities to have due regard to the need to prevent people from being drawn into terrorism. Authorities subject to the provisions must have regard to the Prevent Duty Guidance when carrying out the duty.

Specified authorities include:

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

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

There are four work streams within CONTEST:

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

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

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

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

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

The current threat level for international terrorism for the UK is assessed as severe, which means that a terrorist attack is highly likely. Preventing people from being drawn into

terrorism is therefore a high priority for government, and by introducing the Prevent duty all named authorities must ensure that they have due regard to the need to prevent people from being drawn into terrorism.

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

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

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

Some of the main areas of work to date have been around raising awareness of Prevent, staff training (Workshop to Raise Awareness of Prevent – WRAP), establishing and effectively operating a multi-agency panel for those individuals identified as vulnerable to radicalisation (Channel), and ensuring that publically owned venues and resources do not provide a platform for extremists. All of these actions assist us in meeting the recommendations of the Prevent Duty Guidance which was issued in 2015 alongside the counter Terrorism and Security Act.

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

There are a number of expectations upon local authorities including:

- Making appropriate referrals to Channel (a programme that provides support to individuals who are at risk of being drawn into terrorism, which has been put on a

statutory footing by the Counter Terrorism and Security Act). Channel arrangements are established in Harrow and the multi-agency panel meets on a monthly basis.

- Ensuring publically-owned venues and resources do not provide a platform for extremists and are not used to disseminate extremist views. This includes considering whether IT equipment available to the general public should use filtering solutions that limit access to terrorist and extremist material. Prevent advice (and police recommendations regarding halls for hire), has been shared across the Council and with partners.
- Ensuring organisations who work with the Council on Prevent are not engaged in any extremist activity or espouse extremist views. Currently the Council is not delivering any specific Prevent projects.

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

In relation to community cohesion, Harrow is a hugely diverse borough, which benefits from positive levels of community cohesion. In the last Reputation Tracker 79% of residents were positive about people from different backgrounds in their area getting on well together.

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

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

Harrow has the lowest level of hate crime in London, but we recognise that hate crime is often under reported. The Council has commissioned Stop Hate UK to provide third party reporting arrangements. Stop Hate UK information is widely promoted and communities

are encouraged to report incidents of hate crime directly to the police or via Stop Hate UK. Victims of hate crime are provided with casework support via the Community Safety Team.

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

Delivering the Strategy

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

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

Safer Harrow also provides a forum in which to examine the performance of programmes and how they can be assessed. This includes facilitating the sharing of data and information in a timely and relevant way so that those who need to know can easily find out about problems, issues, individuals of interest, and those needing support. A number of data sharing agreements have been reviewed in the last year and will be refreshed to facilitate better joint working.

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

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

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

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