

Community Safety, Violence Vulnerability and Exploitation Strategy

2019 – 2020

Contents

1. Foreword.....	2
2. Introduction.....	3
Our Harrow, Our Community.....	6
3. Executive Summary.....	12
4. Strategic Analysis and Objectives.....	15
Key findings from the Strategic Assessment.....	17
Strategic Objectives: Harrow's Local Priorities.....	19
5. High Volume Crime.....	22
Burglary.....	22
Violence with Injury (non-domestic abuse).....	24
Anti-social behaviour.....	26
Motor Vehicle Crime.....	31
6. High Harm Crime.....	33
Youth Violence, Weapon Based Crime, Vulnerability & Exploitation	33
Modern Slavery.....	49
Female Genital Mutilation.....	61
Domestic and Sexual Abuse.....	66
Drug and Alcohol Misuse.....	74
Extremism and Hate Crime.....	77
7. Delivering the Strategy.....	81

1. Foreword

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



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

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

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

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

***Councillor Krishna Suresh
Portfolio Holder, Community Cohesion and Crime & Chair, Safer Harrow***

2. Introduction

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

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

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

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

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

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



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

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

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

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

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

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

Looking Ahead

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

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

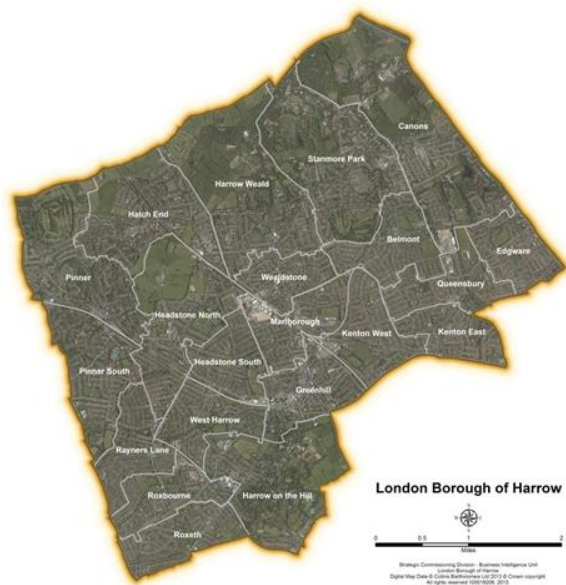
Harrow have worked with the police throughout the time of these changes to ensure the best possible outcomes for Harrow residents.

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

Our Harrow, Our Community

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

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



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

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

Harrow's Children and Young People

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

¹ ONS, 2017 Mid-Year Estimates

² ONS, 2017 Mid-Year Estimates

³ ONS, 2017 Mid-Year Estimates

⁴ ONS, 2011 Census, Table KS209EW

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

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

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

Children and Young People (CYP) from minority ethnic groups account for 69% of all children living in the area, compared with 21% in the country as a whole. The largest ethnic group represented in this age band is the Indian population (23%), followed by the White British population (18%) and the Other Asian population (16%). In Harrow, the Indian population is predominantly Gujarati and the Other Asian group is predominantly Tamil. However, looking at the ethnicity by smaller age bands, we see that the ethnic diversity is growing. In the youngest age group (aged 0-4), only 1 in 6 are of White British ethnicity compared to 1 in 4 of the adult population.

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

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

88.4% of the school population is classified as belonging to an ethnic group other than White British. The top five most recorded community languages spoken in the borough are English, Gujarati, Romanian, Tamil and Arabic.

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

Employment and Income (Economic)

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

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

The Claimant Count⁵ in March 2019 showed 1.6% (2,610 residents) were claiming benefits, of which 54% were men and 46% were women. Unemployment rates are highest in Greenhill, Roxbourne and Wealdstone wards. The overall employment rate in Harrow is 78%, but rates vary by population group.⁶ The employment rate for white UK born residents is 77.7%, compared to 84.5% for white non-UK born residents. For UK born ethnic minority groups, the employment rate is 79% and 77.3% for non-UK born ethnic minority groups.⁷

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

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

Income deprivation

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

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

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

⁶ONS Annual Population Survey, January 2018 to December 2018

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

⁸ONS Annual Population Survey, January 2018 to December 2018

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

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

Skills

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

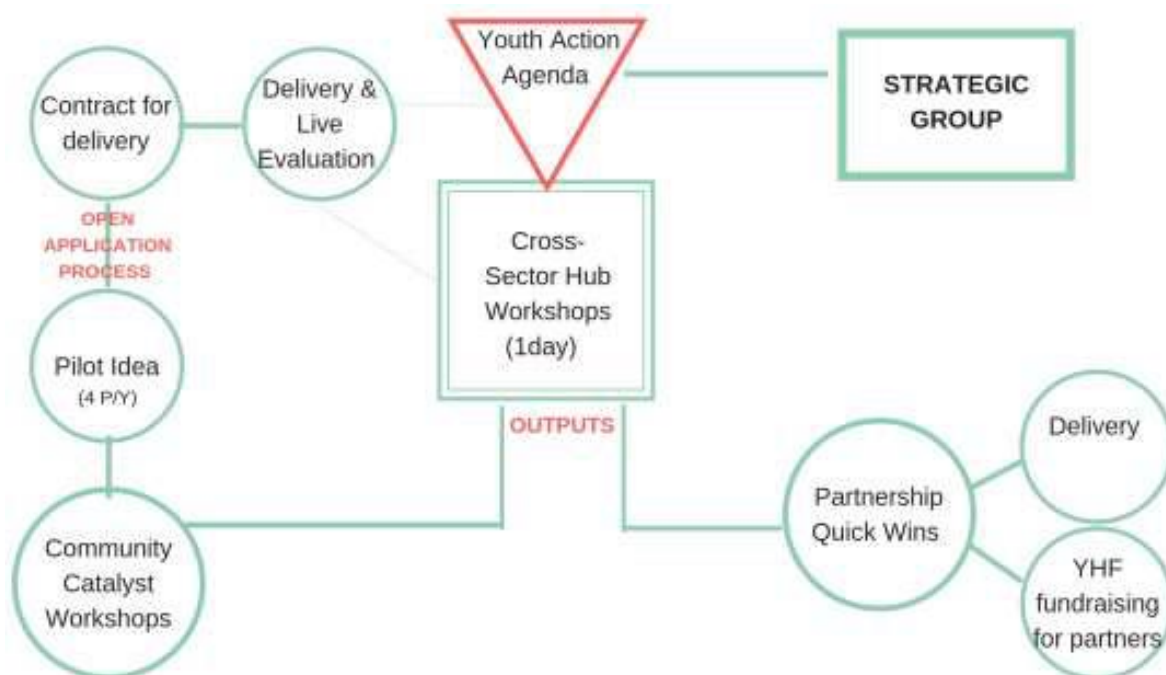
In September 2018 Harrow was one of 25 local authority areas identified by the Ministry of Housing for Communities and Local Government as an area with high levels of need for English Language provision. 28.5% of Harrow's residents have a foreign first language. In 15.9% of households, English is not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

Young People Needs Analysis

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

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

Change Champions Model:



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

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

A Focus on Place

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

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

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

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

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

3. Executive Summary

Key Priorities Outcomes We Want to Achieve

This strategy covers a number of areas from tackling knife crime and youth violence to reducing burglaries, from eradicating FGM to reducing and supporting victims of Domestic Abuse. These are all things the Council and its partnerships want to impact on. However, with ever decreasing resources for the Council and also our partners, it is important that we have a greater and clearer focus on those areas we think are more important to our residents and community. Below are the principle areas that the success of the CSVVE strategy should be judged upon:

1 - Reductions in Burglary across the borough

Burglary rates have reduced slightly in Harrow over the last year, despite a London increase. Harrow also benchmarks well for burglary amongst nearest neighbours. However, Aggravated burglary shows a significant increase in the last year, despite still being a relatively low proportion of the total reported offences. Burglary is also the highest volume crime in Harrow so it's a focus for the Safer Harrow Partnership to put in place initiatives that will reduce burglary and improve resident perception of the fear of crime.

Specific outcomes we will be measured upon are:

- The number of burglaries, including aggravated burglaries, have reduced in the Borough;
- Fear of crime has reduced across Harrow.

2 - Reductions in Knife related crimes and especially violent crime with knives

Crimes involving knives increased slightly in the last year, but the concern around knife crime in Harrow has risen from 12% in 2016 to 24% in 2018. However, the number of knife crimes that resulted in injury fell as a proportion of overall knife crime from around 50% in December 2017 to 22% in December 2018. Work is ongoing to support the early identification of individuals at risk / vulnerable to gang association, and as part of this we have invested in an enhanced intelligence gathering system called E-Cins system to allow more effective and earlier interventions.

Specific outcomes we will be measured upon are:

- The reduction in the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons (guns and knives) by 10% each year;
- An overall reduction in knife crime levels, and the number of knife crimes resulting in injury;
- Meaningful community participation to ensure there is a community response to tackle youth and knife issues (building on the work started in Wealdstone through the Wealdstone Action Group).

3 - Stopping Young people from being drawn into criminal and high risk activity

The Council is only one of the partners that can make a difference to the lives of young people. The 2018 Young People's Needs Analysis carried out in partnership with Young Harrow Foundation identified youth violence as one of the top five areas of concern for young people, but the issues associated with young people being drawn into activity such as knife carrying, drug use/dealing or sexual exploitation/violence are both complex and varied. Through the partnership with others, and in particular schools, the Council is working to support more early intervention opportunities and ways to engage young people to divert them away from harmful activity. We are working to improve collaborative working across third sector partners, schools and the Police to maximise use of resources, as well as working with families, communities and other organisations to understand the drivers of such activity.

Specific outcomes we will be measured upon are:

- Develop a shared and consistent understanding within both primary and secondary schools on the issues of sexual assault, child sexual exploitation and digital exploitation;
- Reductions in young people carrying knives
- More schools involved in commissioned activities, such as Synergy Theatre and Unblurred Lines
- Reductions in cases of Child Sexual Exploitation
- Increasing the number of young people aware of digital exploitation
- Increasing further the number of young people who have an improved sense of safety about prevention of sexual assault

4 - Reducing the level and impact of Anti-Social Behaviour (ASB)

ASB covers a number of things from rowdy or inconsiderate neighbours to vandalism and street drinking. In terms of reported incidents, the number of reported ASB incidents fell slightly from 2017 to 2018. However, we know that there will be a number of incidents that aren't reported to the police or Council and these impact on residents and communities lives. Specific actions have been undertaken in the last year, which have been more place based, for example the Wealdstone action Group, where the focus has been on reducing levels of ASB, which in turn give the community greater confidence to use their local facilities and become more active themselves in their local community. Drug crime is also an emerging area which we will have an increased focus on during 2019/20.

Specific outcomes we will be measured upon are:

- The number of reported ASB incidents reduces;
- Residents feel that ASB issues that they face are being tackled effectively;
- Appropriate enforcement and education actions are taken to deal effectively with ASB, including targeting hotspot areas, to reduce the impact on communities Identification and support of repeat and vulnerable victims to reduce risk;
- Reoffending is reduced in the most persistent offenders through partnership working.

5 - Reducing the levels of Domestic Abuse and Supporting Victims

The numbers of offences of Domestic Abuse have risen in Harrow from 1,756 in 2017 to 1,905 in 2018. However, the number of incidents has remained fairly static over the last 4 years at around 3,000 a year, although there has been a slight decrease from 2017 to 2018. Regardless of the numbers of offences, the Council considers dealing with and reducing Domestic Abuse as a priority and has a number of programmes in place to support this, through commissioned services such as Hestia and our own Early Support Services, through to working with local partners such as Wish.

Specific outcomes we will be measured upon are:

- Reductions in the number of DV offences reported;
- Reductions in the number of DV incidents where victims experience injury;
- Increase in victims supported;
- Commissioning of a perpetrator programme (based on securing appropriate external funding).

6 - Reducing Hate Crime

Community cohesion and resilience has had a long tradition in Harrow of being strong. However, hate crime is emerging as a growing concern, even though the actual reported incidents has remained relatively static in 2017 and 2018. Hate crime is recognised as an under reported crime, and the partnership has organised a number of events with the community to discuss how communities can support themselves as well as being clear on the support available. We will continue to work with our communities, through Harrow Interfaith and with specific institutions where there is a clear need to offer support.

Specific outcomes we will be measured upon are:

- Improved community cohesion (where people of different backgrounds get on well in their area - measured via the Reputation Tracker);
- Improved hate crime reporting rates;
- Increase the number of victims of hate crime who are supported.

4. Strategic Analysis and Objectives

Quick Facts:

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

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

**Second lowest rate of crime in
London**

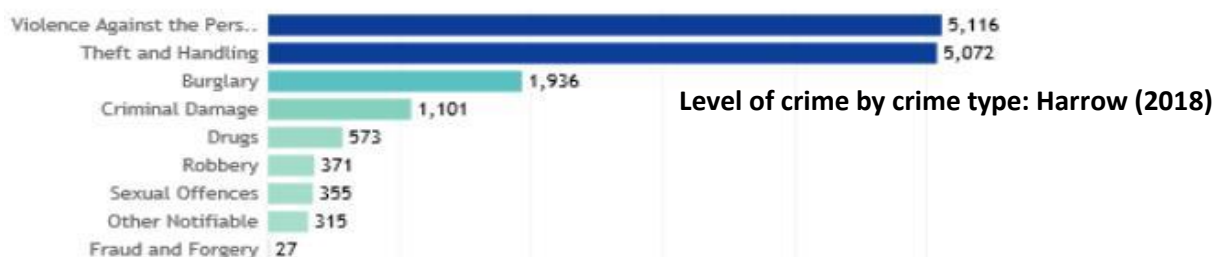


In refreshing this strategy, we have looked at and analysed a host of data and considered the findings and recommendations from a number of documents. These include the Locality Review, needs analysis conducted by Young Harrow Foundation and our latest Strategic Assessment 2019 (which is based on the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

Change in the overall level of crime

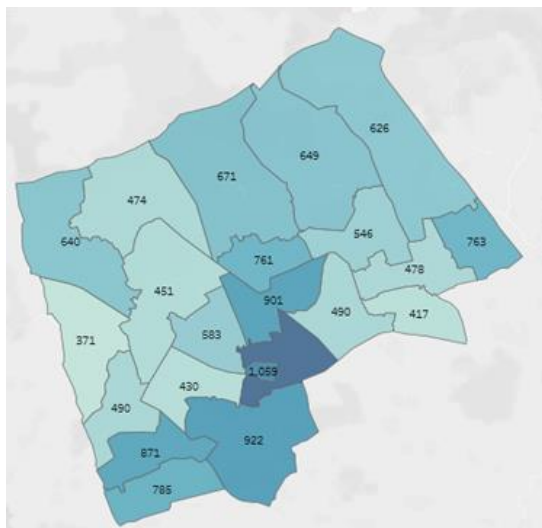
Harrow was the fifth lowest London Borough for number of crimes reported during 2018. When this total is divided by Harrow's population the resulting crime rate is 59.7 crimes per 1,000 population, giving Harrow the **second lowest crime rate in London**.

Total crimes



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

Harrow Wards:



2018

Total crime levels highest:

Greenhill, Harrow on the Hill, Marlborough

Total crime levels lowest:

Pinner South, Headstone North, Kenton East

2017

Total crime levels highest:

Greenhill, Roxbourne, Marlborough

Total crime levels lowest:

Pinner South, Headstone North, Kenton East

Harrow's neighbouring boroughs:

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

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

During the period 2017 to 2018, Harrow's crime rate has increased by 3.65 crimes per 1000 population. This increase is in the top quartile for London

Key Findings from the Strategic Assessment

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

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

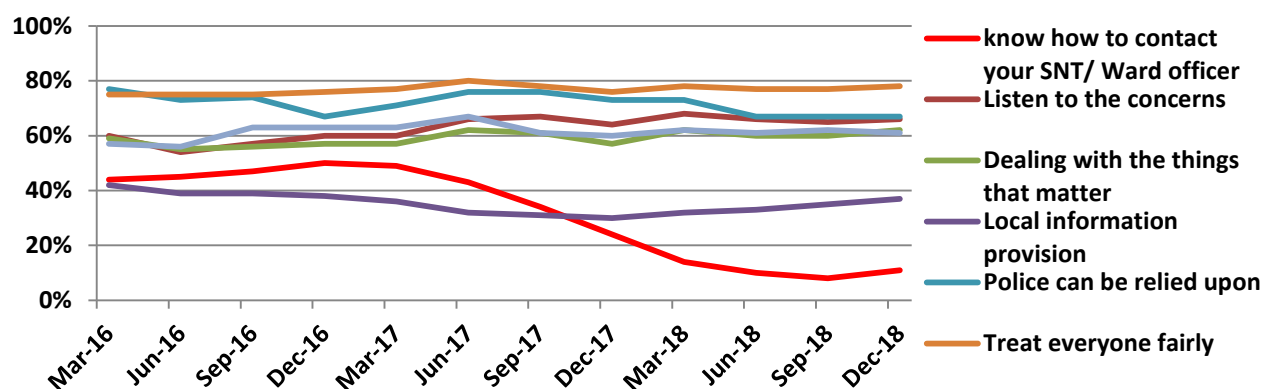
- There has been a rise in the reporting of Islamophobic and homophobic hate crime in Harrow
- Theft of and from motor vehicles have both increased

Designing out Crime

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

Community Confidence in Police and Council

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



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

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

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

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

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

Strategic Objectives: Harrow’s Local Priorities

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

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

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

High Volume Crime

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

High Harm Crime Priorities

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

4. Drug and alcohol misuse –

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

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

5. High Volume Crime

Burglary: Key Findings from Strategic Analysis

Quick Facts:

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

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

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



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

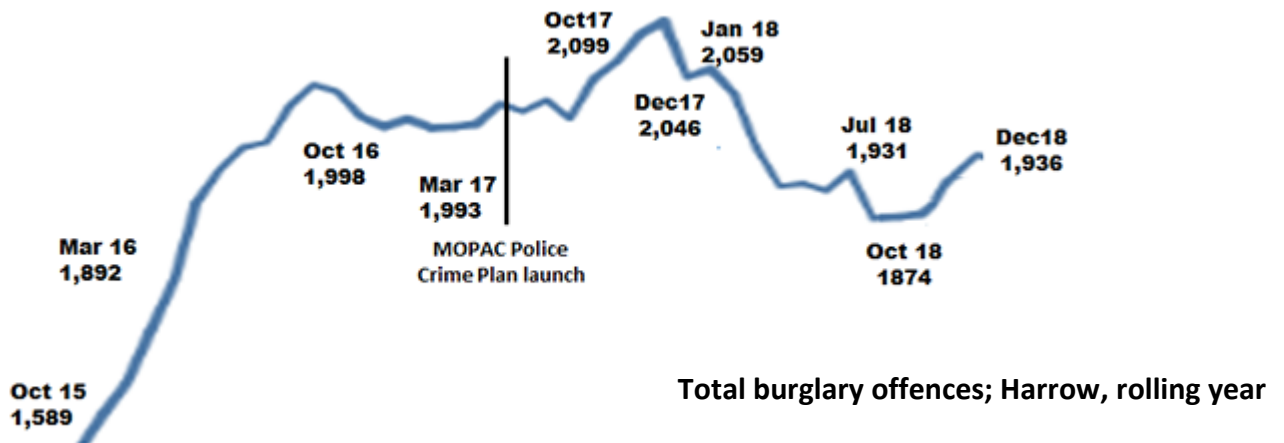
Between 2017 and 2018, the number of recorded burglaries in Harrow decreased by 146. There were a total of 2,244 offences during 2018, and 2,389 in 2017. This translates to a 0.59 rate increase.

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

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

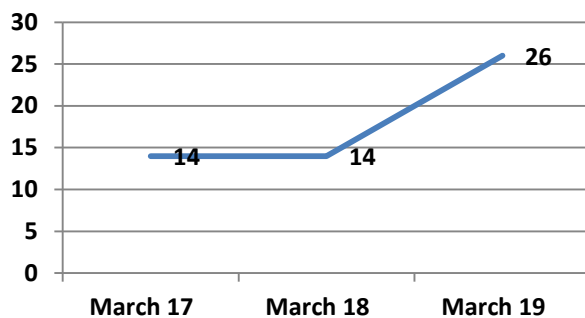
When comparing Harrow's nearest neighbours, Ealing has the lowest rate of burglary in both 2017 and 2018, and at -0.90, Hillingdon has the most positive rate change of the group. Barnet has the highest rate of burglary in both 2017 and 2018. Along with Hillingdon and Ealing, Harrow's rate of burglary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

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



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

Total aggravated burglary offences; Harrow, rolling year



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



Quick Facts:

2018: 17 recorded artifice burglaries **0.07** per 1,000 population.

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

Lowest rate in neighbouring group

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

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

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

Our Progress So Far

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

Going Forward

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

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

Quick Facts:

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

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

Increase in rate from 2017 to 2018



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

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

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

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

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

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

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

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

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

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

Anti-social Behaviour: Key Findings from Strategic Analysis

Quick Facts:

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

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



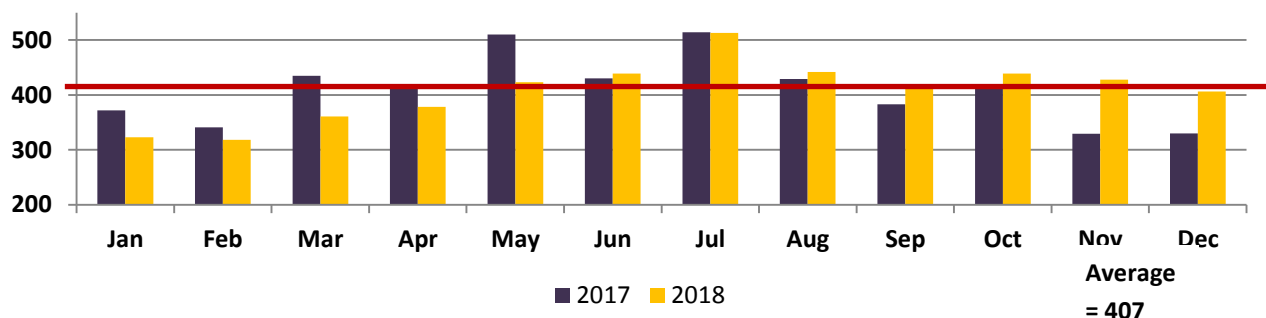
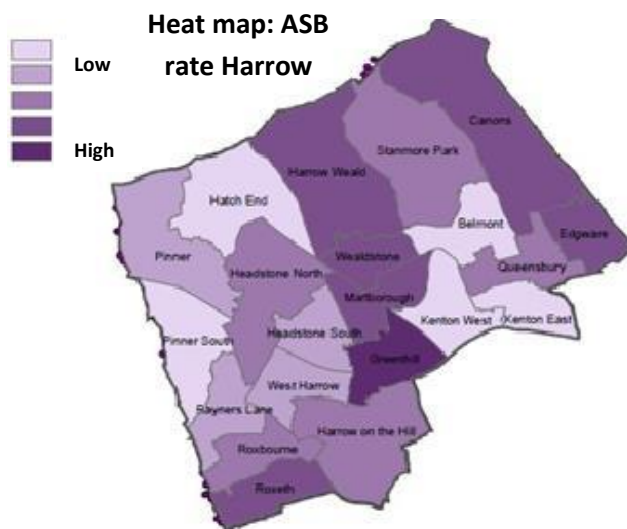
Anti-social behaviour covers a wide range of activity that causes harm to an individual, to their community or to their environment. This could be an action by another person/s that leaves a person feeling alarmed, harassed or distressed. It also includes fear of crime or concern for public safety, public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

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

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

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

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



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

Our Progress So Far

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

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

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

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

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

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

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

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

Going Forward

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

Services for offenders

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

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

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

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

Motor Vehicle Crime: Key Findings from Strategic Analysis

Motor vehicle theft is rising in Harrow.

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

Quick Facts:

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

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

40% increase



Quick Facts:

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

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



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

Objectives:

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

Our progress so far:

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

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

Going forward:

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

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

6. High Harm Crime

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

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

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

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

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

Knife crime

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

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

Quick Facts:

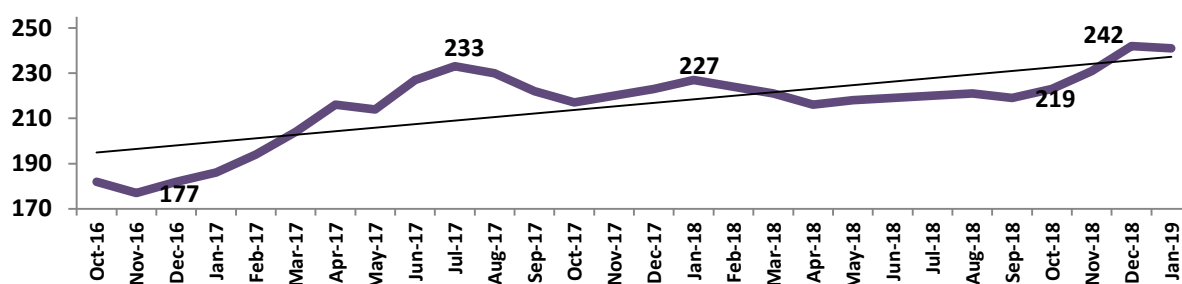


2018: 239 Knife crime offences, **0.96** per 1,000 population

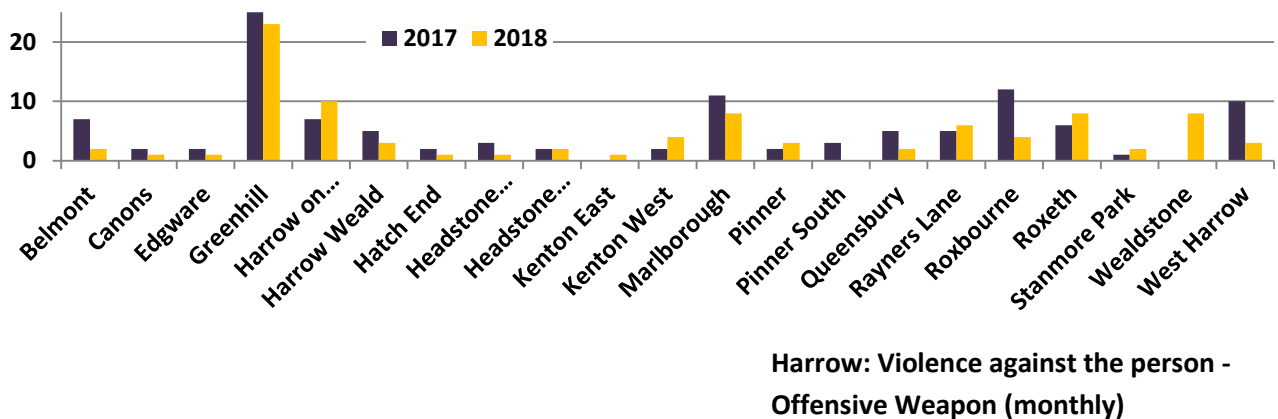
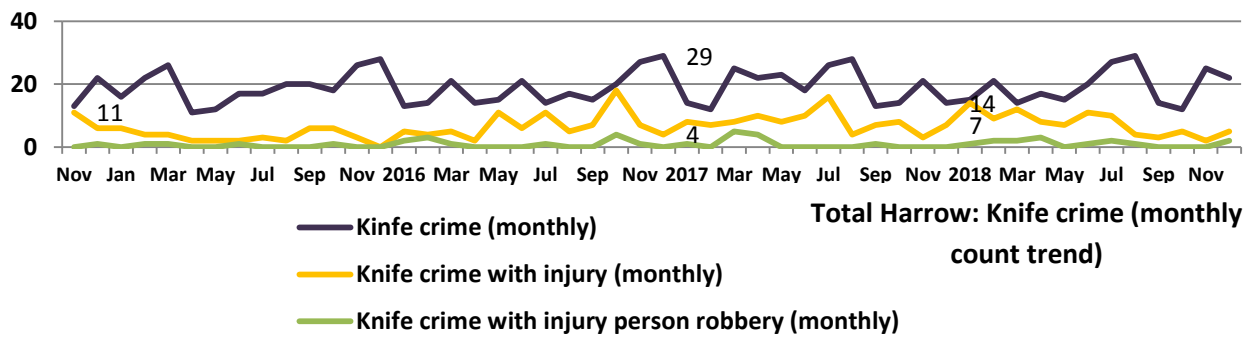
2017: 223 Knife crime offences, **0.9** per 1,000 population

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

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



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



Quick Facts:



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

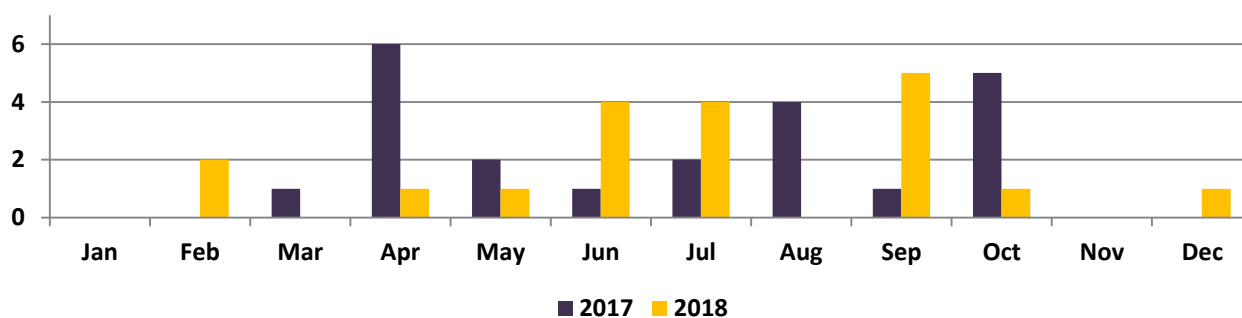
2017: 41 recorded offences, **0.23** per 1,000 population.

Lowest gun crime rate in nearest neighbour group

Gun crime

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

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



Harrow London Gun crime, monthly

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

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

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

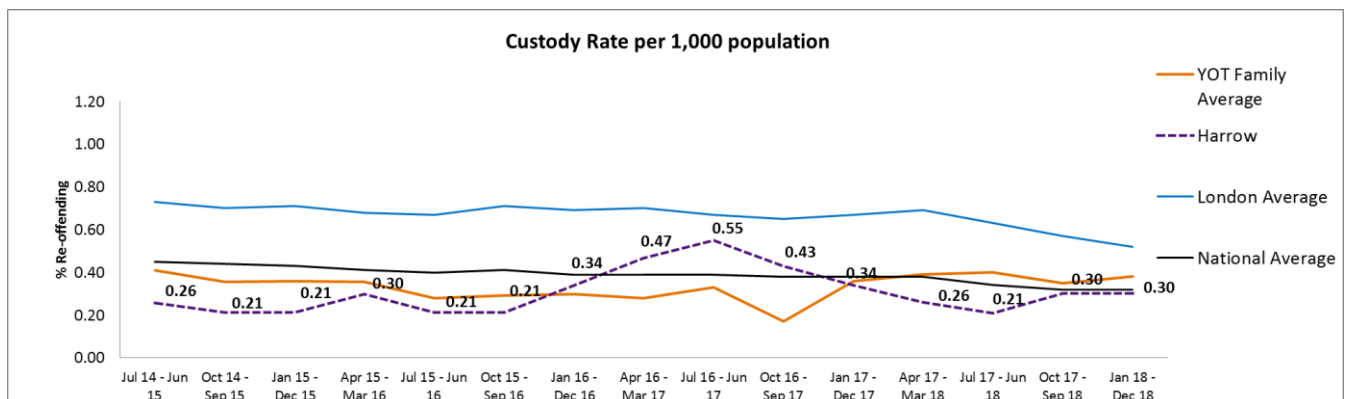
Youth Violence Weapon Based Crime

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

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

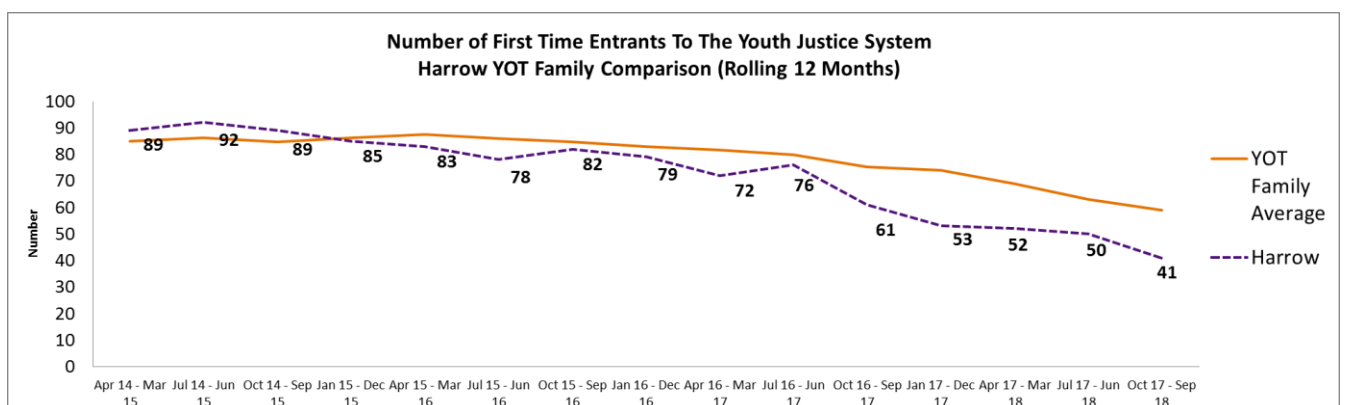
This is monitored through the Youth Offending Partnership Board, to ensure all options were considered prior to remand and only the most serious offences led to these outcomes. Harrows numbers of young people who received a custodial sentence during

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



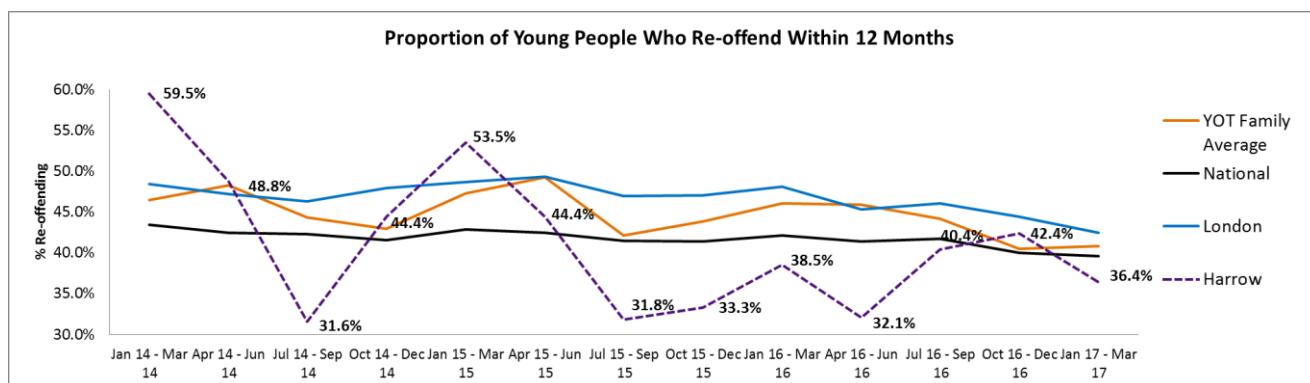
Repeat Offending rates and First Time Entrants into the criminal justice system demonstrate a positive trend. Note there is a significant time lag on YOT data as national data is collected and verified and that the dates on reoffending graphs refer to the date of the original offence.

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



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

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



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

Youth offending and offensive weapons

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

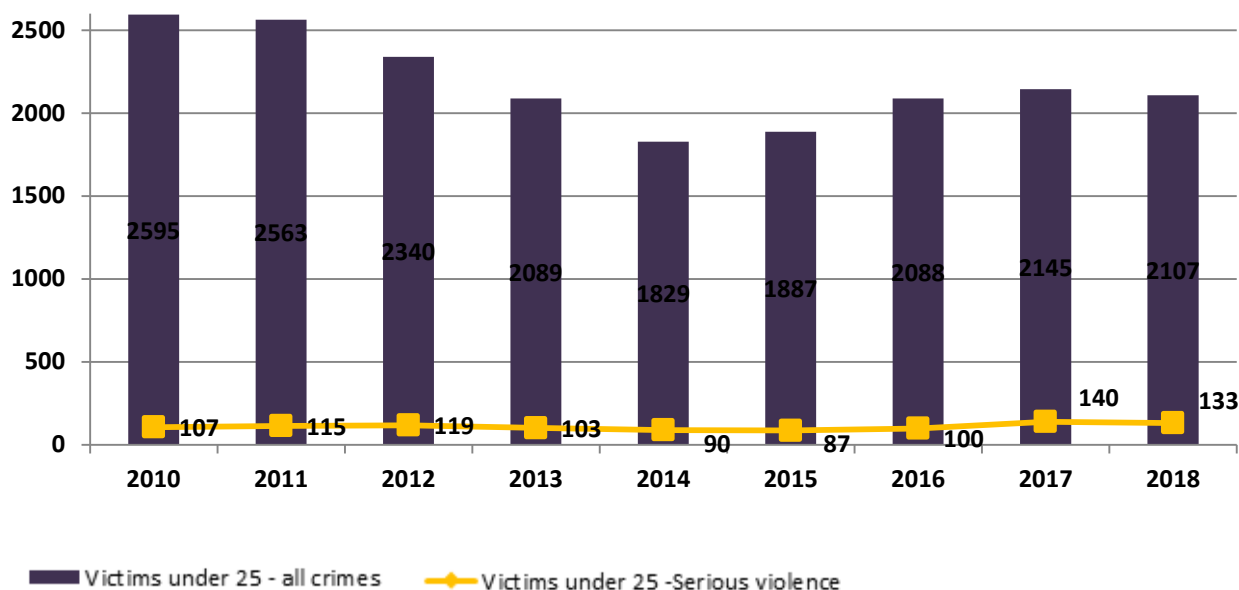
NB. The decrease in 'possession of an offensive weapon' since 2016 is due to this offence category no longer being used.

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

Serious Youth Crime victims

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

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



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

Objectives:

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

Progress So Far

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

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

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

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

funding from Lloyds over 3 years (£25k per year) and secured £840 funding for a 12 week Youth Club pilot in Grange Farm and support staff/food and rental £720 in kind. We have already seen 217 sessions taking place with young people, with 99 individual young people engaged in positive activities and 78 mentoring sessions and 139 employment/education support sessions already delivered, which include Grange Farm (early intervention) youth club; Basketball on Thursdays; Gym memberships.

In addition to this, 108 young people have been engaged with detached services; out of these 62 young people have demonstrated improved self-efficacy; 32 have started making positive choices; 35 have increased their aspirations. Further work is still being developed to ensure that the Gangs Worker works in close partnership with the Community Safety Team, including sharing intelligence and anecdotal insight on a daily and frequent basis.

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

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

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

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

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



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

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

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

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

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

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

Going Forward

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

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

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

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

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

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

Contextual Safeguarding – A pioneering approach in Harrow

As children move into adolescence they begin to spend more time away from parental supervision with their peers, at school, in community and online contexts. In addition to many positive experiences, time spent in those spaces can increase their exposure to exploitation and other forms of abuse. Parents generally begin to notice that they have little influence over these extra-familial contexts and traditional child protection systems have at times struggled to effectively respond to keep young people safe when using approaches that largely intervene with families affected by these issues, rather than tackling the contexts that exploitation is occurring. A team at the University of Bedfordshire have been developing the concept of Contextual Safeguarding since 2011 to address this

limitation in current approaches, and in 2018 the term was introduced into Working Together to Safeguard Children.

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

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

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

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

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

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

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

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

The overarching outcomes of this programme are to:

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

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

The Ripple Effect Intervention Plan

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

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

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

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

Modern Slavery

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

There is no typical victim of slavery; however, it is normally more prevalent amongst the most vulnerable groups, and within minority or socially excluded groups. Child victims are

victims of child abuse and should therefore be treated as such using existing child protection procedures and statutory protocols.

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

Modern slavery figures

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

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

The increase in numbers in recent years is attributed to greater awareness, understanding and reporting of modern slavery. Understanding of the threat is much greater than a few years ago and modern slavery remains a high priority for law enforcement, with around 1,500 criminal investigations currently live in the UK.

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

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

Roles and responsibilities

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

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

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

Effective partnership working is key to tackling this issue successfully. We need to ensure there is a joined up approach to making links between cases or suspected cases of modern slavery in order to understand the scale of the problem in Harrow and respond to it in an informed and evidence based way.

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

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

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

Councils and their partners can also consider the powers given to them by the Anti-Social Behaviour, Crime and Policing Act 2014 in their disruption activities. Again these powers are best used in a coordinated way across all partners. Disruption activities can include community protection notices for people, businesses or organisations committing types of anti-social behaviour or closure orders to quickly close premises being used or likely to be used to commit nuisance or disorder. These powers have proved extremely useful in

enabling councils and their partners to jointly enter or otherwise target a business or premises suspected of involvement in crimes such as modern slavery and child sexual exploitation.

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

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

Progress So Far

Officer group and strategic guidance

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

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

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

This guidance includes the local referral pathways for addressing suspected cases of modern slavery that have been developed for Adults and Children's Services, and these

feed into the NRM process. The single point of contact (SPoC) has been identified as the council's safeguarding leads in Adults and Children's Services.

Children's Services

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

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

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

In June 2017, Harrow further developed a partnership response to modern slavery, with the introduction of VVE daily briefings. The purpose of the daily VVE briefing is to discuss youth / gang /exploitation related incidents in Harrow (or involving Harrow young people), preventing duplication of activity and ensuring the efficient use of resources. The meeting allows key partners to share fast-time information regarding areas and individuals/groups who present a risk or who are at risk. The meeting has proven effective in enabling all

relevant agencies to make prompt and informed decisions, and initiate action to be taken to minimise risk of harm or of potential incidents. All incidents and actions are recorded, tracked and disseminated and help to develop a strategic response to VVE. Where the briefings identify adults at risk of modern slavery (for example, “cuckooing” of vulnerable adults), this information is shared immediately with Adults Safeguarding.

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

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

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

Adults Services

The Care Act gave social care services responsibilities on modern slavery. In Adults Services, key issues include forced labour and sex workers in brothels who often give false names and move on. Cases are not coming through as more awareness raising is

needed. Training is being run by both adults and children's services, although attendance rates are low. Whilst there is still more work to do to ensure our touchpoints with children are fully covered, there is also more to do across a range of services (e.g. housing, health, licensing, education, customer services etc.) to ensure adult victims of modern slavery are identified and appropriately supported, and that such criminal activity is disrupted. The refuse service, for example, visits every household in the borough every week and has been highlighted as one of several opportunities for identifying potential victims in the borough

Joint Safeguarding Conference on Modern Slavery

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

Training

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

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

Procurement

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

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

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

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

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

The corporate approach around modern slavery in Harrow's procurement processes is robust – the framework and supporting documentation is in place. The challenge remains enforcing this in a meaningful way and knowing how to act on concerns. There are a number of contract managers across the organisation, managing contracts on different

services and to varying contract values or complexities. Arming these contract managers with the knowledge on modern slavery and the council's responsibilities in monitoring remains the challenge for the organisation in taking forward its commitment around modern slavery.

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

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

Going Forward

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

The modern slavery agenda offers good opportunities to work in partnership across agencies in Harrow to tackle an issue that is becoming more prevalent in society. The momentum is building, and awareness of Harrow's commitment raised through the annual safeguarding conference. London Councils intelligence has highlighted that Harrow is in a good position to take this work forward and indeed, other boroughs have approached Harrow for advice on how to take the agenda forward within their own areas.

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

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

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



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

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

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



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

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

Female Genital Mutilation (FGM)

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

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

Harrow data for 2017-8

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

Note:

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

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

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

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

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

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

FGM in Harrow

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

Harrow Safeguarding Children's Board (HSCB)

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

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

Local Safeguarding Adults Board (LSAB)

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

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

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

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

Children's Services

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

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

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

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

Progress So Far

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



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

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

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

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



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

Going Forward

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

Domestic and Sexual Abuse

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

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

Profile of domestic abuse incidences in Harrow

- Between 2017 and 2018, the number of domestic abuse offences recorded in Harrow increased by 149. There were a total of 1905 offences during 2018, and 1756 in 2017. This translates to a 0.6 rate increase. Furthermore, there has been reduction in the proportion of victims who reported injury with domestic abuse, from 29% in 2017 to 26%.

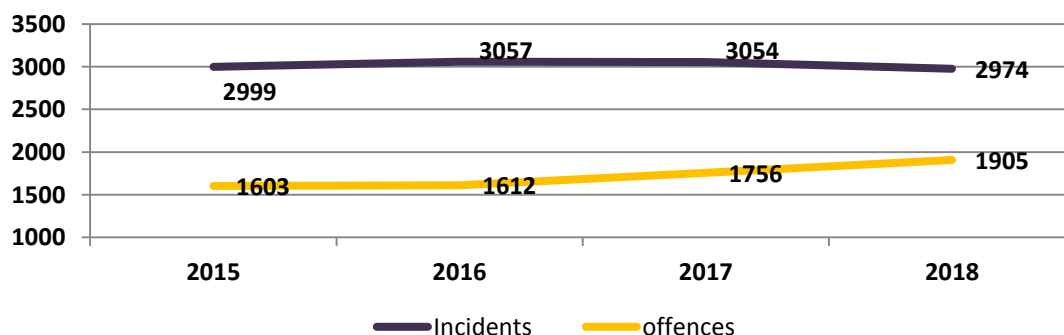
Quick Facts:

2018: 1905 recorded offences
7.651 per 1,000 population

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

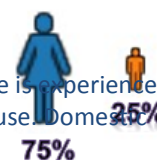
Increase in offences across majority of wards

Reduction in proportion of DA with injury



- The gap between the domestic incidents (where after initial

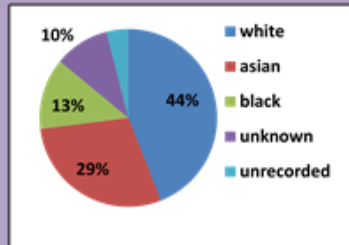
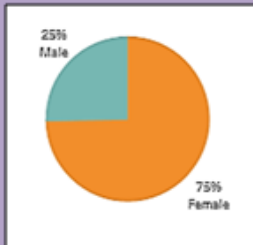
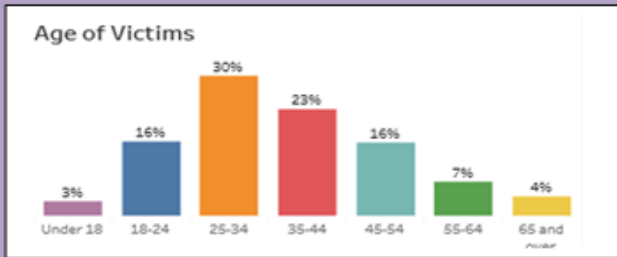
¹² It must be noted that a young person is still a child in law up to the age of 18, for example if abuse is experienced from a family member then child protection procedures must be followed rather than domestic abuse. Domestic abuse however, is relevant for peer on peer relationships.



investigation, police conclude that no notifiable offence has occurred) and offences has been narrowing since 2016. Rolling year data shows that there has been a rising trend in domestic offences from 2016 to 2018 with a contrasting downward trend in the number of incidents.

- There has been an increase in the proportion of male reported victims of domestic abuse; 14% (Mar 2017), 25% (Dec 2018)
- Harrow has the lowest rate of sexual offences in London and has the lowest rate of Harrow's neighbouring group in both 2017 and 2018. However, between 2017/2018, there has been a slight rise in the number of recorded sexual abuse offences, from 340 offences to 355.
- Wards with the highest number of offences in 2017 and 2018 are Roxbourne and Marlborough. The majority of Harrow wards saw an increase in the number of offences between 2017 and 2018. Wards with the highest increase were Stanmore Park, Headstone Park and Greenhill. The lowest levels were in Pinner South and Rayners Lane. Queensbury and Hatch End saw the highest reductions across Harrow.

Victim profile (domestic offences)

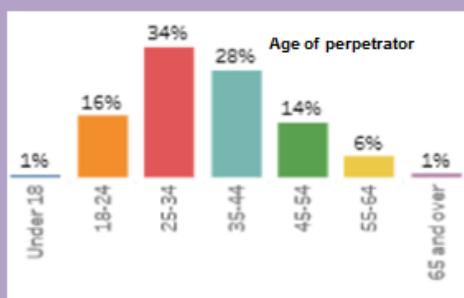


In 12 months ending January 2018 53% of recorded victims of domestic abuse were aged between 25-45 yrs, 75% were female and 44% were White.

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

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

Perpetrator profile (domestic offences)

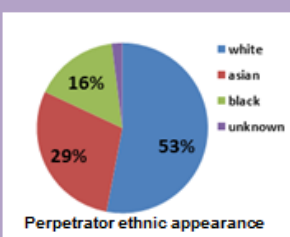
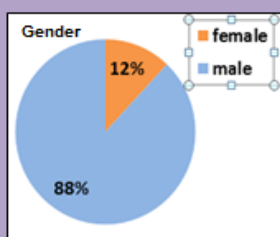


In the 12 months ending January 2019, 2.33% of all of London perpetrators of domestic abuse were from Harrow.

Over half of all perpetrators were white in ethnic appearance.

62% of perpetrators of domestic abuse were aged between 25-45 yrs. This increases to 66% for harassment.

The majority of perpetrators are male (88%) this increases (to 92%) for harassment.



AA	Charge/further charge	71.2%
BJ	Caution-Adult	22.7%
AL	Postal Charge Requisiti..	5.7%
BE	Youth Caution	0.3%
BF	Youth Conditional Cauti..	0.1%
BK	Conditional Caution	0.1%
EA	Fixed Penalty Notice	0.0%

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

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

Progress So Far

Since the publication of our last Domestic and Sexual Violence Strategy in 2014, the legislative and policy context has developed considerably. A range of new set of measures have been introduced, including specific offences of stalking, forced marriage, failure to protect from Female Genital Mutilation (FGM) and revenge pornography. Other key developments include the introduction of the Modern Slavery Act (2015), the rolling out of Domestic Violence Protection Orders (DVPOs), the Domestic Violence Disclosure Scheme (DVDS), introduction of FGM Protection Orders and an FGM mandatory reporting duty, as well as enhanced measures to manage sex offenders and those that pose a risk of sexual harm.

The Government has placed an increasing focus on its policy of ending Violence against Women and Girls (VAWG) and tackling domestic abuse. In March 2016, the Government published its 'Ending Violence against Women and Girls Strategy, 2016 - 2020, which focuses on prevention, provision of services, partnership working and pursuing perpetrators.

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

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

The Council responded to the consultation and coordinated input from service providers, users and members of the Domestic and Sexual Abuse Forum.

In January 2019, the Government published its response, together with the new Draft Bill, which is currently in its pre-legislative stage being debated in parliament, before it becomes law.

- Demand for the Council - commissioned Independent Domestic Violence Advocate (IDVA) service has increased since 2017-2018. Our IDVA service dealt with 348 high risk cases of domestic abuse, exceeding its annual target of 240 by 108. An additional 81 Harrow residents attending A&E and the maternity ward at Northwick Park Hospital were referred to the MOPAC funded IDVA, based at Northwick Park Hospital, which brings the total number of high-risk cases to 429 – an increase of 133 since the previous year.
- In late 2018, the role of the IDVA based in the MASH (Multi-agency Safeguarding hub) was re-profiled to enable a swift response to and the provision of safety plans to victims and families referred to Children’s Services. Between November 2018 and March 2019, safety plans were prepared for over 100 victims and their families.
- The borough’s monthly Multi Agency Risk Assessment Conference (MARAC), brings together representatives from the local police, statutory and voluntary sector services to review high-risk domestic abuse cases and provide expertise and guidance on options for increasing the safety of the victim. The MARAC has seen an increase in the number of monthly referrals. In 2018-2019 it considered an average 22 cases per month, compared with 16 cases per month in the previous year. The majority of high-risk cases referred to the MARAC are from the police, the council’s IDVA Service, Children’s services/MASH, local agencies and from MARAC’s in other boroughs. This would indicate that the MARAC referral process is well-embedded. We will continue to work with partners to ensure that the number of high-risk cases that are referred into MARAC remains steady.
- There has been an increase in demand for refuge accommodation. Recent data shows that from April 2018 - March 2019, the refuge received 51 requests for accommodation, of which it was only able to accommodate ten victims from other London boroughs during this period 17 women and 24 children from Harrow were accommodated in refuges in other parts of the capital.
- The Council has been working with its strategic partners to develop a better

understanding of the nature of Domestic Abuse in Harrow, with the aim of increasing awareness, access and usage of domestic and sexual violence services available to Harrow residents. Our Domestic and Sexual Violence Forum comprise representatives from statutory bodies, police, local service providers, as well as Harrow Council officers from housing, policy safeguarding and Children's Services. The Forum has attempted to widen its membership to include representation and input from a wider range of organisations, including Harrow Clinical Commissioning Group and the Probation Service. It has also taken on a more strategic focus and is working closely with the Safer Harrow Partnership and is tasked with delivering the objectives contained within the Strategy's Delivery Plan.

- Members of the MARAC and social worker teams across Children's Services have been provided with training to help improve process for assessing, referring and supporting victims of domestic abuse. The IDVA based in the MASH provides regular advice surgeries and ongoing one-to-one support to social workers on how to identify, assess and support victims and their families to remain safe and help prevent further abuse.
- Domestic and sexual violence services funded by London Councils and those provided by local organisations have been promoted on the Council's website. The Council has also hosted awareness raising events, including the annual White Ribbon day event, which last year was expanded to mark 16 days of activism against gender violence and the UN Day for the Elimination of Violence Against Women. Data available from April-December 2019 shows that the London Council's funded Pan London Domestic Abuse Partnership –Ascent, was being well-utilised by Harrow residents, with over 620 calls to its Domestic and Sexual Violence Helpline and a further 280 clients accessing advice and counselling services – exceeding all annual targets.
- The big success since 2017 has been the delivery of Harrow Couple's Domestic Violence Programme, where Harrow Children's Services partnered with the renowned Tavistock Relationships to deliver a feasibility project trialing a 'mentalisation' based couple's therapy approach to intervention with eleven couples who are parents of one or more Children in Need, and where there is situational violence between the partners. The aim of this pilot was to assess whether the intervention helps alleviate the incidence of violence, improves the couple's relationship, and improves outcomes for children. This was the first time a programme like this has been used in a Domestic Abuse context and so was

ground breaking. The results of the programme indicated that it was possible to deliver a couples therapy intervention to carefully assessed and selected parents with a history of Domestic Abuse safely and productively.

Working with the couples together led to no further incidents of Domestic Abuse being recorded to date. Building on the success of the initial pilot, Harrow Council received additional funding through the Department of Education to run a second pilot, which concluded in March 2018. Approximately 25 couples were put through the second cohort, leading to a de-escalation of domestic abuse, and a step down from child protection and closure of cases.

The success of the second pilot reflected in the evidence seen in the first cohort. However, a full evaluation will be conducted at a later stage. Harrow Council is exploring alternative funding streams which is hoped will enable the continuation of the couples program particularly as an early help offer.

Going Forward

- We continue to make domestic and sexual violence a priority for the Council and the Safer Harrow partnership and have provided additional investment to enhance our service offer and made a renewed commitment through this strategy. We are aligning budgets across the partnership, (where possible) to make the best use of available resources in challenging financial times, with the aim of putting victims, and those affected, at the forefront of our work.
- We will continue to ensure that residents are made aware of the range of domestic and sexual abuse services available to them through the council's website and other channels.
- We have invested £782,000 over three years in domestic and sexual violence services through the council's contract with Hestia. The Safer Harrow Partnership and the Forum helped secure funding to continue current provision of Domestic Abuse services to 2021.
- Further to the publication of the Mayor of London's revised Violence Against Women in March 2018, the Mayor's Office for Policing and Crime (MOPAC) launched a new Independent Victim and Witness Service in April 2019, to provide end-to-end support for victims and witnesses of crime and provide specialist support for survivors of domestic abuse to March 2021. As part of this service, Harrow and its BCU neighbours Barnet and Brent will benefit from some additional resource to support high-risk

victims, through the provision of three Independent Domestic Abuse Advocates (IDVAs), working across Barnet and Northwick Park Hospitals as well as Colindale and Wembley Community Safety Units (CSUs) and a specialist IDVA to work in the Witness Care Unit and working alongside council-commissioned services. We will ensure that the service is well-integrated and accessible to local residents.

- The Council continues to bid for external funding to help enhance existing services and develop new initiatives. In late 2018, it successfully bid for just under £194,000 from the Ministry of Housing, Communities, and Local Government (MHCLG), to help victims from marginalised backgrounds with complex needs to access refuges and specialist accommodation. This was a joint bid led by Harrow Council, in partnership with Ealing and Slough Councils and our current service provider, Hestia. The project aims to support over 300 BAME women across three boroughs access to specialist support, refuges, and training. The project is due to be completed by March 2020.
- We are very proud to be the first local authority partner UK SAYS NO MORE campaign, national initiative which was launched in 2016, to raise awareness to end Domestic Abuse and sexual assault and will continue to support the campaign over the coming year.
- We will continue to identify employment and training as an important aspect of support and recovery to empower individuals' independence and self- confidence.
- In 2018, the Forum reviewed existing perpetrator programme's being delivered in neighbouring boroughs to help inform a business case to potentially commission or develop a perpetrator programme locally. The Forum recognises that the council is under significant financial pressure and it is not currently able to procure a perpetrator service for Harrow. However, the Forum is keen for this action to remain as an aspiration for the future and will continue to explore ideas and opportunities to support perpetrators.
- Another future aspiration for the DSV Forum is for survivors and their families, as well as perpetrators to access more trauma informed services, and therapeutic interventions to enable them to become more aware of their needs, strengthen their ability to cope and recover from the impact of abuse on their psychological, emotional and physical health. Some members of the DSV Forum are now in the process of exploring opportunities to develop and deliver such services in the near future.
- A new action for 2019-2020 is to increase awareness and access to learning and development opportunities among professionals and front-line staff, with the aim of helping them to improve their knowledge and understanding of domestic abuse and its

manifestations.

Drug and Alcohol Misuse: Key Findings from Strategic Analysis

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

Quick Facts:

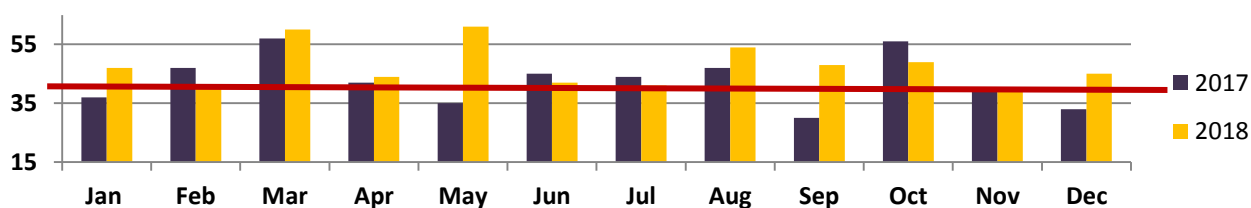


2018: 573 drug offences, 2.30 per 1,000 population

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

Sharp rise increase in drug offences in Harrow Weald

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



(Total Drug crime: Harrow, monthly)

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

Objectives

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

role of specialist substance misuse services is to support young people and adults (and

their families/carers) to address their alcohol and drug use, reduce the harm caused by it and prevent it from becoming a greater problem.

Harrow Adult Substance Misuse Service – delivered by WDP

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

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

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

Progress So Far

WDP are co-located in Custody to undertake assessments and offer appointments for required assessment, all individuals that commit a “trigger offence” such as burglary, shoplifting and common assault are target tested. If positive for cocaine/heroin an individual will be required to attend WDP for an assessment and also a follow up

appointment to support into treatment. There is also continuation of the local drug testing on arrest (DTOA) initiative implemented in 2012 in partnership with the Metropolitan Police and continuation of the prison link/community resettlement pathway for substance-misusing prisoners with Integrated Offender Management (IOM). The presence of WDP staff in Custody also provides support to Custody officers in what to look out for in terms of an individual experiencing withdrawal of alcohol and / or opiates.

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

Going Forward

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

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

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

Progress So Far

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

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

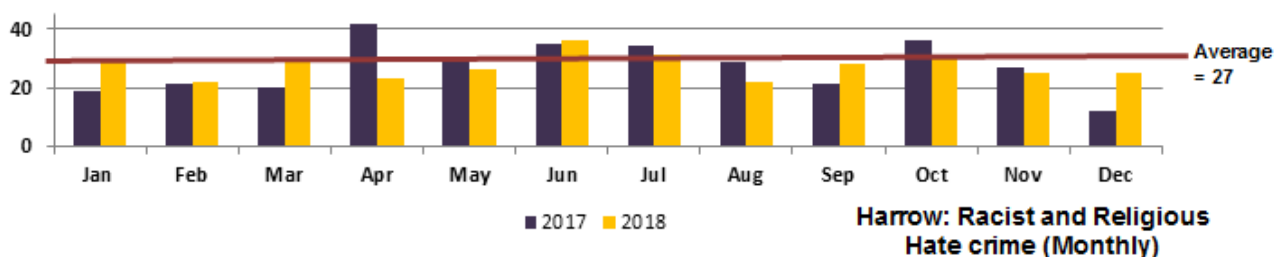
A discussion with partners and members of Safer Harrow has commenced to discuss our approach to drug related crime in the Borough with a view of agreeing interventions can be established to make a difference in this area, and agree what tangible actions can be taken forward.

Extremism and Hate Crime: Key Findings from Strategic Analysis

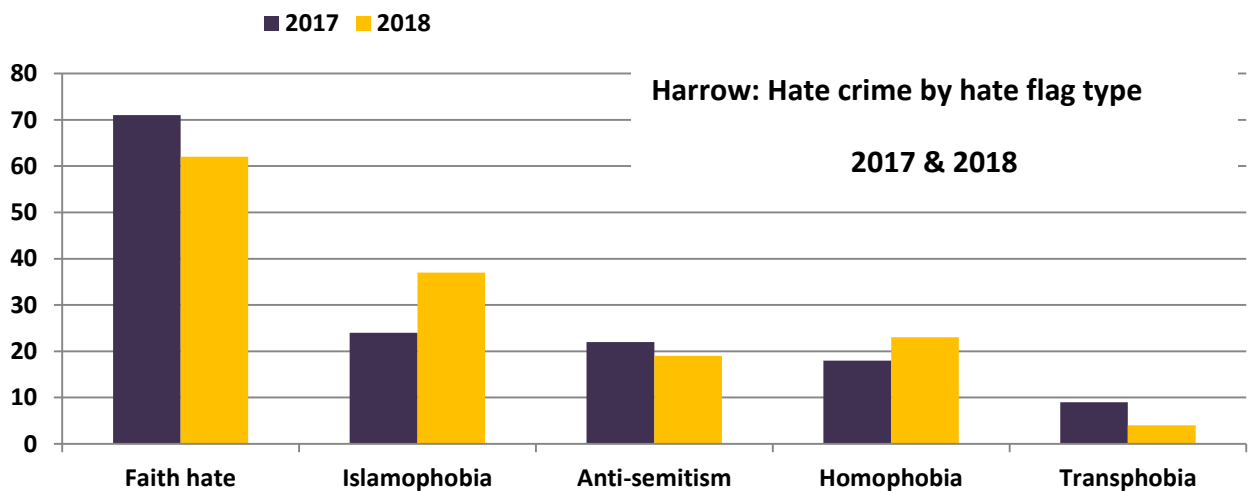
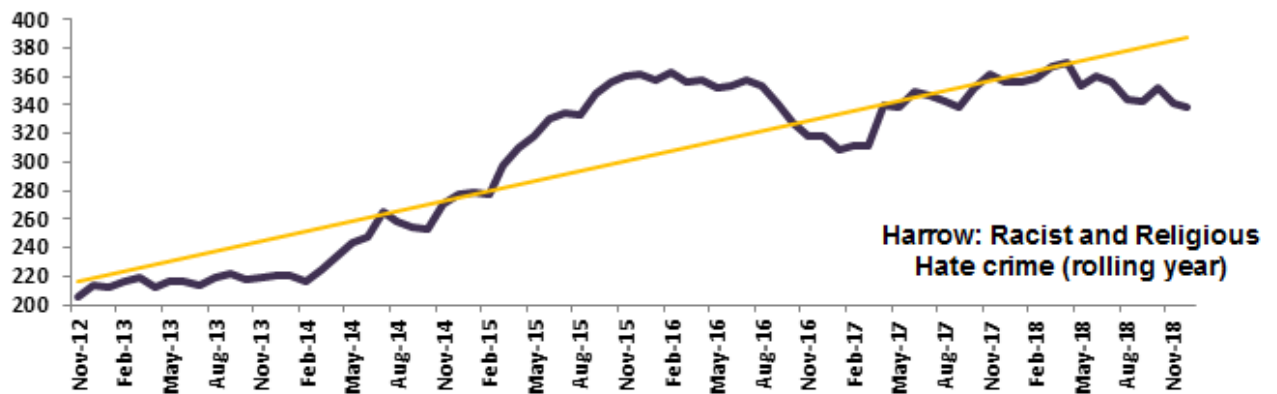
Hate crime is any offences which are flagged as having a hate crime element when recorded by the Police. A crime can have more than one hate flag attached to it.

Between 2017 and 2018, hate crime offences in Harrow have increased by 1. There were a total of 327 offences during 2018, and 326 in 2017.

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



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



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

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

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

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

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

Extremism

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

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

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

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.

¹³ ONS, 2011 Census, Table KS209EW

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

Progress So Far

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

- On a weekly basis (in partnership with Harrow police) we monitor community tensions. Where necessary, appropriate action is taken with relevant partners to ensure that tensions do not escalate.
- Following national and international events the Council has brought leaders from different communities together to hear key messages from the police and council and to ensure that messages of unity, community cohesion and reassurance are given and disseminated via different community leaders. This has proved to be a very helpful approach.
- The Council has commissioned Stop Hate UK to provide third party reporting arrangements. Stop Hate UK information is widely promoted and communities are encouraged to report incidents of hate crime directly to the police or via Stop Hate UK. Victims of hate crime are provided with casework support via the Community Safety Team.
- Raised awareness of Prevent, staff training which has been supported by the local HSCB and HSAB (Workshop to Raise Awareness of Prevent – WRAP), establishing and effectively operating a multi-agency panel for those individuals identified as vulnerable to radicalisation (Channel), and ensuring that publically owned venues and resources do not provide a platform for extremists. All of these actions assist us in meeting the recommendations of the Prevent Duty Guidance which was issued in 2015 alongside the counter Terrorism and Security Act.
- Ensuring all relevant practitioners and frontline staff, including those of its contractors, have a good understanding of Prevent and are trained to recognise vulnerability to being drawn into terrorism and are aware of available programmes to deal with these issues. Over the last year over 1,500 people were trained, by the Council, using the Home Office WRAP package – Workshop to Raise Awareness of Prevent.

Going Forward

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

7. Delivering the Strategy

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

The role of Safer Harrow is to bring key agencies and players together in order to ensure that we are working effectively with one another to reduce crime and disorder in Harrow.

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

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

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

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