

Community Safety and Violence, Vulnerability and Exploitation Delivery Plan

2019 – 2020

The Community Safety and Violence, Vulnerability and Exploitation Delivery Plan is based around the Council's vision which is to 'work together to make a difference for Harrow'. Each element of this Delivery Plan sits under one of the Strategic Objectives outlined in the overarching Strategy. This Plan has a strong focus on both high volume and high harm crime which reinforce our commitment to tackle crime in the borough, and firmly echoes the current Mayor's priorities, and includes a renewed focus on Anti-Social Behaviour and Youth Violence.

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

High Volume Crimes

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

High Harm Crime Priorities

1. **Youth violence, weapon based crime and vulnerability & exploitation***(including gang crime, and Child Sexual 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 co-ordinated 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.** Police / Enforcement
 - c.** Support / Recovery
- 4. Drug and alcohol misuse** –
 - a.** *To actively empower and educate 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 young people from being drawn extremism and supporting terrorism; and to improve hate crime reporting rates.*

The Strategy and Delivery Plan will be reviewed annually and Measures stated below will be tracked at regular Review Points which occur throughout the year. This will enable Safer Harrow to review the success of each Measure on an ongoing basis until 2020.

When updating progress against actions, please also use the RAG rating.

Red – there are problems which need to be addressed, close monitoring required.

Amber – some work is required, action slightly behind target.

Green – action on track or completed.

HIGH VOLUME CRIME

Strategic Objective 1 – <i>Burglary</i> : To reduce the number of burglaries (including aggravated burglaries) and fear of crime in the borough and increase public confidence in the police					
Measures & targets	Action	Review Point	Lead	Update/Progress	RAG
Burglaries are reduced compared to the same period in the last 12 months	Deliver the 'Be Safe' programme in September 2018 for on-going work (previously known as 'Autumn Nights')	March 2020	Louis Smith / Tanya Sprunks Harrow Police		
	Continue to work closely with the MET Police and Secured by design team to set principles to 'design out crime'. Continue to work closely with the local community including the	Ongoing	Cheryl Bannerman		

	youth in order to make sure the developments take into meaningful consideration their aspirations and concerns.				
	Disseminate and share relevant community safety information to businesses and supply chain through business newsletter, the Large Employer Network, Small & Medium Enterprises, local traders associations as well as those engaging in employment support and training	Ongoing	Bali Rai Economic Development		

Strategic Objective 2 - <i>Non-domestic violence with injury</i> : To reduce the number of incidents of grievous bodily harm and actual bodily harm					
Measures & targets	Action	Review Point	Lead	RAG Rating – Update/Progress	RAG
The number of incidents of grievous bodily harm are reduced	Developing our response to the rise in crime and anti-social behaviour in Wealdstone Town	Set up in June 2018	Alex Dewsnap, Director of Strategy		

compared to the same period in the last 12 months	centre through the Wealdstone Action Group	Ongoing			
The number of incidents of actual bodily harm are reduced compared to the same period in the last 12 months	Based on success of the Wealdstone Group, consider replicating this for South Harrow	September 2019	Alex Dewsnap, Director of Strategy		
	Building awareness across the partnership and frontline staff on serious organised crime Delivery of workshops	March 2020	Mohammed Ilyas & Zara Baker, MET		

Strategic Objective 3 - <i>Anti-social behaviour (ASB)</i> : To reduce the number of anti-social behaviour incidents that occur in the borough and ensure victims get the support they need.					
Measures & targets	Action	Review Point	Lead	RAG Rating – Update/Progress	RAG
The number of repeat anti-social behaviour incidents that occur in the borough are reduced compared to the same period in the last 12 months	Use of tools and Powers such as Public Space Protection Orders to reduce incidents of anti-social behaviour in identified hotspots	Ongoing	Richard Le Brun , Head of Community Safety		
	Reduce incidents of repeat victims of anti-social behaviour by Multi-	March 2020	Richard Le Brun , Head of		

	agency response to cases at Anti-Social Behaviour Action Group		Community Safety		
	Continue to use existing and new tools to educate tenants and leaseholders to resolve incidents of anti-social behaviour at the earliest point. And to explore powers to take evidenced based action against tenants and leaseholders who commit anti-social behaviour.	March 2020	Karen Connell, Head Resident Services		
To ensure victims of ASB get the support they need	Refer victims of ASB to victim support and obtain service user feedback	September 2019	Richard Le Brun , Head of Community Safety Karen Connell, Head of Resident Services		
	Develop the process for victims satisfaction surveys ensure they have received appropriate support and advice	Ongoing	Richard Le Brun , Head of Community Safety		
	'Call backs' to victims of ASB, evaluate and analyse the data and surveys	Ongoing	Richard Le Brun , Head of Community Safety		

Objective 4a – *Motor Vehicle Crime* : To reduce the number of thefts of a vehicle that occur in the borough and ensure victims

get the support they need.

Measures & targets	Action	Review Point	Lead	RAG Rating – Update/Progress	RAG
<p>To reduce number of thefts of a vehicle in Harrow</p>	<ul style="list-style-type: none"> • The police will continue to conducted intelligence led High visibility Patrols in hotspot areas in reaction to crime trends. • Target hardening through visits to know motor vehicle crime offenders by safer neighbourhood teams. • Covert patrols in hotspot areas <p>The Council will work in partnership with the police and other agencies on various initiatives and programmes to reduce the number of motor</p>	<p>March 2020</p>	<p>Tanya Sprunks Inspector</p>		

	<p>vehicle crime offences. Eg</p> <p>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?</p>				
<p>Ensure victims get the support they need</p>	<ul style="list-style-type: none"> • Leaflets will continue to be produced and distributed regarding Moped thefts. • Number plate screw initiatives in conjunction with partners to combat theft of number plates. • Identification of high-risk vehicles and addresses, crime prevention advice leaflets delivered to the address. 	<p>March 2020</p>	<p>Tanya Sprunks Inspector</p>		

	<ul style="list-style-type: none"> • 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. 				

Objective 4b – *Motor Vehicle Crime* : To reduce the number of thefts of a vehicle that occur in the borough and ensure victims get the support they need.

Measures & targets	Action	Review Point	Lead	RAG Rating – Update/Progress	RAG
As above					

HIGH HARM CRIME

Strategic Objective 1a – *Youth violence, weapon based crime and vulnerability & exploitation (including gang crime, and Child Sexual Exploitation)* – 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

Measures & targets	Action	Review Point	Lead	RAG Rating – Update/Progress	RAG
<p>Support frontline teams to identify and deliver more effective and timely interventions.</p> <p>Measures:</p> <p>Development of a problem profile</p> <p>Establish monitoring system that can be accessed by the partnership</p>	<p>Analysis of local data to enable the development of a problem profile which underpin Harrow’s Strategy on Violence, Vulnerability and Exploitation</p>	<p>March 2020</p>	<p>David Harrington, Head of Business Intelligence</p>		
<p>Reduce incidents of violent youth crime</p>	<p>The delivery of mentoring programmes for 100 young people to reduce the number of youth violence and gang crime in six sites</p>	<p>March 2021</p>	<p>Ignite – Shumaila Dar</p>		

in Harrow Measures: a) Quarter on quarter reduction measured through MPS data. b) A reduction in children and young people 'coming to notice' through youth violence for anyone under 18.	across Harrow including the Rayners Lane Estate, South Harrow, Wealdstone and Green Hill area.				
	The above linking into the daily intelligence meeting (TBA)	Ongoing	Richard Le Brun, Head of Community Safety		
	Develop a partnership response to tackling knife crime, linked to Mayor's strategy for reducing knife crime	Ongoing	Richard Le Brun, Head of Community Safety		
	Youth Offer, including Street Doctors Programme delivered to enable young people to respond to incidents of knife crime Youth Offending Service will Evaluate the impact of this Programme and determine whether it can be re-commissioned for a further year, or expanded	March 2020	Mark Scanlon Head of Service for Early Support and YOT		
	Enable friends & family to seek support for YP through contact with Xcite & Learn Harrow	On going	Victoria Isaacs Economic Development		
	Collaborative monthly Job Clubs at	October 19	Victoria	NEW ACTION	

	Grange Farm with Xcite & Prospects – in partnership with Housing and Young in Harrow (Ages 16 +)	Then on going	Isaacs Economic Development		
	Xcite & Ignite referrals. Xcite supported Council Refuse collection team in recruitment of apprentices (an initiative from the Council Leader)Ignite nominations were to be fast tracked and supported in their applications	March 19 And now on oing	Victoria Isaacs Economic Development	NEW ACTION	
	Deliver 10 theatres performances of the Blackout tour to year 9 and 10 pupils in a targeted schools where young people are at risk of entering the criminal justice system. The performance will help them discover alternative pathways and become an integral and meaningful part of society.	March 2020	Synergy – Shumaila Dar		
	Deliver 3-day behavioural change and personal development programmes to selected at-risk children. 6 programmes will be completed at Harrow High, Rooks Heath and the Helix through creative learning techniques, including art and drama therapy. Staff to receive training to indentify and respond to the effects of trauma in young people.	March 2020	Khulisa – Shumaila Dar	NEW ACTION	

	3 training sessions are delivered for up to 30-35 professionals and members of the public to ensure a practical understanding of the concept of Community Guardianship and the Contextual Safeguarding Approach.	March 2020	University of Bedfordshire Shumaila Dar		NEW ACTION
	Harrow Council's Contextual Safeguarding Practitioner to deliver a series of parenting programmes to 100 parents aimed at strengthening parents' understanding of risk outside of home and how to manage this within a contextual safeguarding framework.	March 2020	VVE team Shumaila Dar		NEW ACTION
	Series of primary schools based engagement programmes aimed at raising general awareness around crime and personal safety (for Academic year September 2018)	March 2020	Harrow MPS		

Strategic Objective 1b – *Youth violence, weapon based crime and vulnerability & exploitation (including gang crime, and Child Sexual Exploitation)* – 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					
Measures & Targets	Action	Deadline	Lead	RAG Rating – Update/Progress	RAG
<p>To support schools to deal more effectively with issues of CSE.</p> <p>Measures:</p> <p>a) Progress reviewed by surveys and feedback forms;</p> <p>b) Improvement in young people's safety from repeat victimisation measured using the Young Persons Core tool.</p>	<p>The delivery of a range of targeted CSE interventions, peer support and weekly long- term therapy to 40-50 young people. As well as, deliver advice and support to 40-60 frontline professionals and staff on mental health, CSE advice and support.</p>	<p>March 2021</p>	<p>The Wish Centre Shumaila Dar</p>		
<p>Further develop the knowledge and awareness in Adult Services</p>	<p>The Adult Safeguarding Board will continue to raise awareness of FGM and cover the topic in its training programme</p>	<p>March 2020</p>	<p>Seamus Doherty</p>	<p>New Action</p>	

around issues that also affect children. (“Think Family”)					
HSCB has organised an audit of FGM risk assessments undertaken by the health sector – in response to relatively low referral rate in Harrow	An action plan will be developed to address any areas for development	March 2020	Coral McGookin	New Action	
Victims of FGM and children at risk receive the required support from a specialise FGM social worker	Undertake support/preventative work with victims of FGM or children as risk by Specialist FGM social worker from Barbados	March 2020	Kiara Godfrey	New Action	
Further develop the knowledge and awareness in Adult Services around issues that also affect children. (“Think Family”)	The Safeguarding Adults Board will continue to raise awareness of FGM (and the “think family” approach more broadly) and cover the topic in its training and awareness raising sessions.	March 2020	Seamus Doherty	New Action	

Strategic Objective 2 – *Modern Slavery* - To ensure there is an effective and co-ordinated response to modern slavery in Harrow

Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	
Deliver modern slavery action plan	Deliver the action plan	June 2019	Modern slavery multi-agency working group	New Action	
Roll out of modern slavery training	All staff who have direct and regular contact with the public able to 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			New Action	

	victims.				
Robust procurement and contract management policies able to address concerns around modern slavery practices	Robust application of the council's procurement and contract management policies in challenging concerns around modern slavery practices.		Nimesh Mehta, Procurement	New Action	
	Appropriate training is rolled out to all contract managers so that the modern slavery agenda is part of contract management meetings and service reviews.		Nimesh Mehta, Procurement	New Action	

<p>Strategic Objective 3 – <i>Domestic and sexual abuse</i> : 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:</p> <ul style="list-style-type: none"> ○ Prevention / Education ○ Police / Enforcement ○ Support / Recovery 					
Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	RAG

<p>Reduction in risk of clients by exit and after 6 and 12 months</p> <p>Additional Measures:</p> <p>1) Exit interview/ RIC (Risk Identification Checklist) /DASH (domestic abuse, stalking and 'honour'-based violence) and PSOCC (Hestia's database)</p>	<p>IDVA (Independent Domestic Abuse Advocate) support to 240 new cases per year.</p>	<p>Quarterly</p>	<p>Farah Ikram (Hestia)</p>		

<p>Increase in MARAC (Multi Agency Risk Assessment Conference) referrals from partner organisations</p> <p>Measures:</p> <p>1) MARAC data on referrals</p> <p>2) Service provider information on number of training sessions</p>	<p>Training with partner organisations to ensure they are confident in the referral process; six days minimum of MARAC training per year to be provided referring agencies and MARAC members</p>	<p>Quarterly</p>	<p>Farah Ikram</p>		
<p>Maintain Domestic Abuse as significant referral reason for undertaking Children and Young People Services assessment activity.</p> <p>Measures:</p> <p>a) Number of families identified through MASH (Multi Agency</p>	<p>Increase in number of social workers who have been provided with specialist Domestic Abuse training by the Service Provider (Hestia) which is required to deliver a minimum of six days' training on Domestic Abuse to frontline staff in Children's Services each year</p>	<p>Quarterly</p>	<p>Farah Ikram</p>		

Safeguarding Hub)/Family Referral Team with Domestic Abuse needs					
b) Children's Services to provide numbers of social workers trained					
Future proof Harrow Couples Domestic Abuse Programme	Continue to deliver the Couples Programme, and consider options for sustainable funding of this programme	April 2020	Parmjit Chahal, Head of Service for Children's Access		
Provide up to date information about domestic abuse services to residents and other stakeholders on the Council's website.	Explore better opportunities to share information with existing VCS organisations that deliver DSV services in Harrow and other statutory bodies	Ongoing	Farah Ikram		
Increase the number of Harrow residents using services provided under the Ascent programme (funded by London	Raise awareness of the services through the Harrow Domestic and Sexual Violence Forum to encourage an increase in signposting, referrals and usage.	Ongoing	Farah Ikram		

Councils)					
Increase in the number of referrals to partner organisations in the community, including the interfaith forum	Review the information on the Council's website and make the necessary changes.	Ongoing	Farah Ikram		
Ensure employment & training options are known to social workers and support teams to be included in support & recovery plans	Make timely referrals to employment/training support to build confidence and independence	Ongoing	Victoria Isaacs Employment & Skills		
MHCLG fund – Supporting BAME victims with complex needs to access refuges and specialist accommodation	<p>1 - Delivery of support to 40 BAME women from Harrow with complex needs to access specialist support from a domestic abuse intervention worker, co-located within Harrow Council's Housing Services</p> <p>2 – Provision of formal training through the Freedom Programme to 20 BAME women to help increase their awareness and understanding of and help recognise domestic abuse and how to access refuge and specialist accommodation.</p>	March 2020	Farah Ikram Policy Officer	New Action	

	3 – Raise awareness of domestic abuse and local services among BAME and hard to reach communities				
Support victims to access specialist trauma based therapies	Raise awareness of and refer victims to local and London-based trauma services.	March 2020	Farah Ikram, Policy Officer		New Action

Strategic Objective 4a – *Drug and alcohol misuse* : To actively empower and educate young people involved in the supply of illicit substances and to build resilience in young people so that they are able to spot the signs of dealer grooming

Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	RAG
A significant increase in the number of referrals to MASH for these reasons and significant increase in use of support services for children at risk under these categories.	To work with the newly formed Safer Schools Plan Group to develop strategies to create a unified approach to VVE across Harrow High Schools.	March 2020	Gavin Baker		
	Develop and implement a Safer Schools Plan.	March 2020	Paul Gamble		

	Continue to the discussions explore interventions that prevent young people from using and dealing drugs.	March 2020	Mohammed Ilyas Policy Officer		
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Strategic Objective 4b – <i>Drug and alcohol misuse</i> : To reduce alcohol and drug-related reoffending via targeted early support and treatment for ex-prisoners					
Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	RAG
Year on year increase in the transfer rate from prison to the community treatment from 2020/21 to 2021/22	Specialist caseload management of all prison release service users to support through treatment and recovery	March 2020	Service Manager, WDP		
	Specialist Prison Link Worker that in-reaches to prison establishments: <ul style="list-style-type: none"> Bridging the gap for service users between Harrow Substance Misuse Services and HMP. Assessing, engaging and providing support to service users being released from prison to maximise their engagement with community	March 2020	Service Manager, WDP		

	services on release.				
	Engage Skills & Employment teams for current opportunities and Local Labour market support	On going	Victoria Isaacs Skills & Employment		

Strategic Objective 5 – <i>Extremism and hate crime</i> : To prevent people from being drawn into extremism and supporting terrorism; and to improve hate crime reporting rates.					
Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	RAG
Prevention of people being drawn into terrorism or supporting terrorism and improving community engagement	Delivery of WRAP Training to all statutory partners	March 2020	Samia Malik, Community Cohesion Lead		
	Community Engagement activity with Community Leaders	March 2020	Samia Malik, Community Cohesion Lead		

	Delivery of the Local Prevent Programme	March 2019	Samia Malik, Community Cohesion Lead		
	Effective delivery of Channel arrangements	March 2020	Mark Scanlon, Head of Early Support & Samia Malik, Community Cohesion Lead		
Increase in the reporting of incidents of Hate Crime	Review arrangements for hate crime reporting	September 2020	Richard Le Brun, Head of Community Safety & Samia Malik, Community Cohesion Lead		
	Through victim satisfaction surveys increase confidence to report incidents	March 2019	Richard Le Brun, Head of Community Safety		

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