

# **Community Safety and Violence, Vulnerability and Exploitation Delivery Plan**

**2018 – 2019**

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 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 embed a cultural shift within the schools on the issues of sexual assault, child sexual exploitation and digital exploitation, and to promote a culture of awareness of child sexual exploitation*
2. **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 violence and female genital mutilation with a focus on the following:*
  - Prevention / Education
  - Police / Enforcement
  - Support / Recovery
4. **Drug and alcohol misuse** –
  - (a) To reduce the number of young people involved in the supply of illegal substances and to build resilience in young people so that they are able to spot the signs of dealer grooming;*
  - (b) To reduce alcohol and drug-related reoffending via targeted early support and treatment for ex-prisoners*
5. **Extremism and hate crime** – To prevent young people from being drawn into 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 and fear of crime in the borough and increase public confidence in the police					
Measures & targets	Action	Review Point	Lead	Update/Progress	RAG
<b>Burglaries are reduced compared to the same period in the last 12 months</b>	Deliver the 'Be Safe' programme in September 2018 for on-going work (previously known as 'Autumn Nights')	January 2019 <b>CONTINUE 2019/20</b>	Louis Smith Harrow Police	Ongoing and on target. Be Safe (Autumn Nights) was rolled out from 19 <sup>th</sup> Oct. All wards and Schools officers are providing efforts to reduce ASB/Violence/Weapons and burglary, be it weapon sweeps / shop visits around anti fireworks sales to -18's or engagement events, All wards have provided detailed engagement plans with daily returns. ASB and Burglary hotspots are also included for patrols / engagement locations.  Media communications have been released through Harrow times and Council website regarding Harrow MPS initiatives.	

				<p>UPDATE 10<sup>th</sup> Jan 2019 <b>Green</b></p> <p>Autumn Nights ran successfully with a snap shoot of the below statics.</p> <p>TP Autumn Nights Strategic Objective 1 – Burglary reduction - In effect total burglary down across Harrow OCU (as sourced from Cris)</p> <p>2018 – 86</p> <p>2017 – 92</p> <p>2016 – 72</p> <p>2015 – 105</p> <p>Total Harrow personal robbery down on 2017 :</p> <p>2018 – 6</p> <p>2017 – 7</p> <p>Total Knife possession up :</p> <p>2018 - 2</p> <p>2017 – 0</p>	
	<p>Take forward recommendations from the Locality Assessment into community engagement around violence, vulnerability and</p>	<p>September 2018</p> <p><b>REMOVE</b></p>	<p>Alex Dewsnap, Divisional Director Strategic Commissioning</p>	<p>Elements of this have been taken forward, especially with the approach in Weladstone, but resources and capacity are the key barriers to full implementation.</p>	

	exploitation, and integrate into the Delivery Plan				
	<p>Continue to work closely with the MET Police and Secured by design team to set principles to 'design out crime'.</p> <p>Continue to work closely with the local community including the youth in order to make sure the developments take into meaningful consideration their aspirations and concerns.</p>	<p>Ongoing</p> <p><b>CONTINUE 2019/20</b></p>	Cheryl Bannerman	<p>All designs are submitted by secure for design.</p> <p>All schemes will be fully consulted with the community.</p>	
	Disseminate recommendations to businesses and supply chain through business news letter as well as those engaging in employment support and training	<p>Ongoing</p> <p><b>CONTINUE 2019/20</b></p>	Bali Rai Economic Development	information to be disseminated as it is made available – this is ongoing.	

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
<b>The number of incidents of</b>	Developing our response to the rise in crime and anti-social	Set up in June 2018	Alex Dewsnap, Divisional Director	The Wealdstone Action Group has held three community meetings from	

<p><b>grievous bodily harm are reduced compared to the same period in the last 12 months</b></p> <p><b>The number of incidents of actual bodily harm are reduced compared to the same period in the last 12 months</b></p>	behaviour in Wealdstone Town centre through the Wealdstone Action Group	Ongoing <b>CONTINUE 2019/20</b>	Strategic Commissioning	September 2018 to May 2019. An officers' group has been meeting fortnightly to take forward the action plan. A Wealdstone Traders Association has begun to meet monthly. The community has reported a reduction in street drinking and some community groups have shown interest in organising more community-based events with the support of stakeholders.	
	Based on success of the Wealdstone Group, consider replicating this for South Harrow	September 2019 <b>CONTINUE 2019/20</b>	Alex Dewsnap, Divisional Director Strategic Commissioning	Walkabouts along Northolt Road as well as Grange Farm have been completed with councillors from Roxeth, Roxbourne and Harrow-on-the-Hill in May. A newly-formed South Harrow Action Group will meet regularly to take forward an action plan. A research project, similar to that carried out in Wealdstone, has also been initiated to identify strategies to address place-based community safety issues in South Harrow.	
	Building awareness across the partnership and frontline staff on serious organised crime  Delivery of workshops	March 2019 <b>CONTINUE 2019/20</b>	Safer Harrow & Zara Baker, MET	Seminars have been scheduled for the 30 <sup>th</sup> Oct and 7 <sup>th</sup> Nov for frontline staff. Colleagues from SH have been asked to encourage their frontline staff to attend.  Due to low take up, the Oct sessions had	

				to be cancelled and there were 14 attendees at the Nov session.	
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Strategic Objective 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.

Measures & targets	Action	Review Point	Lead	RAG Rating – Update/Progress	RAG
<p><b>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</b></p>	Use of tools and Powers such as Public Space Protection Orders to reduce incidents of anti-social behaviour in identified hotspots	Ongoing <b>CONTINUE 2019/20</b>	Richard Le Brun , Head of Community Safety	This is ongoing but we also have invested in a Ecins which is the cloud bases IT system to intelligence map and identify hotspot areas at an earlier stage for application of the relevant resources	
	Reduce incidents of repeat victims of anti-social behaviour by Multi-agency response to cases at Anti-Social Behaviour Action Group	March 2019 <b>CONTINUE 2019/20</b>	Richard Le Brun , Head of Community Safety	The ASBAG meets on a monthly basis to discuss cases that require a multi-agency approach. Cases that require an urgent response will be triaged and the appropriate partners will be invited to a separate meeting to discuss a plan of action to seek to resolve the issues. The MPS, via Airspace, will log key information about ASB incidents in terms of repeat caller's and victim vulnerability. The MPS has a top 50 of repeat callers, whereby Harrow has one entry, in 45 <sup>th</sup> position. This caller has already had joint reassurance visits from Police, the Community Safety Unit and the RSL, along with the addition of a Harrow Council CCTV camera located on the road to attempt to assist with the callers alleged concerns. A multi-agency approach is proven to assist with ASB and incidents of criminality and most recently, can be evidenced in Harrow by the closure	



				of a premises in Churchill Place	
	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 2019 <b>CONTINUE 2019/20</b>	Karen Connell, Head Resident Services	<p>We have used the Absolute Grounds for Possession Sect 84A of the Housing Act 1985 recently in a number of cases and have been successful.</p> <p>Mandatory Grounds for ASB have been used for Drug use and a sex offender breaching tenancy conditions.</p> <p>We have issued a 'Banning Notice' to one of our tenants for criminal damage in our main reception area and perpetrating ASB towards staff.</p> <p>A possession order has been issued due to persistent noise nuisance.</p> <p><b>25 Feb 19 update:</b> Housing are pleased to report at this update that serious ASB has not increased. We are continually challenged to obtain evidence to support ASB as well as the police requiring evidence to manage criminal cases.</p> <p><b>17 May 19 update:</b> Business as usual and that ASB continues to decline.</p>	
	Consider designing a consultation on Anti-social behaviour working directly with young people in its design and delivery	December 2018 <b>REMOVE</b>	Alex Dewsnap, Divisional Director Strategic Commissioning	Engagement has been started with the Harrow Youth Parliament but no proposals have been developed to date. Young People's Needs Assessment carried out in early 2018 does support this with 4,500	

				<p>reponses.</p> <p>Based on engagement with the Harrow Youth Parliament in 2018 and 2019, we would recommend that this action is integrated into the approach of all major initiatives for the delivery of the VVE strategy in future rather than keep as a separate action.</p>	
<p><b>To ensure victims of ASB get the support they need</b></p>	<p>Refer victims of ASB to victim support and obtain service user feedback</p>	<p>September 2018</p> <p><b>CONTINUE 2019/20</b></p>	<p>Richard Le Brun , Head of Community Safety</p> <p>Karen Connell, Head of Resident Services</p>	<p>ASB victims are screened and risk assessed prior to referral to the victim worker. Those deemed suitable either due to vulnerability, complexity of the issue or sensitive nature of the complaint, are the referred and contact is made by the victim worker. Feedback on the quality of service is sought through the ASB satisfaction survey.</p> <p>More serious cases ASB are refered to Victim worker enableing continued support throught the processes. This form form atrtending court and giving evidence. Cases are also reported to Victim Support Scheme on a cases by case bases risk assessment</p>	
	<p>Develop the process for victims satisfaction surveys ensure they have received appropriate support and advice</p>	<p>Ongoing</p> <p><b>CONTINUE 2019/20</b></p>	<p>Richard Le Brun , Head of Community Safety</p>	<p><b>On going business as normal</b></p> <p>A process for Victim Satisfaction Surveys is currently in place and is reviewed during the 6 month</p>	

				evaluation process. Any adverse comments from surveys are reviewed and action taken as appropriate.	
	'Call backs' to victims of ASB, evaluate and analyse the data and surveys	Ongoing <b>CONTINUE</b> 2019/20	Richard Le Brun , Head of Community Safety	<p><b>On going business as normal</b></p> <p>We currently use the survey as our means of feedback from victims. This is collated and analysed every 6 months and fed back to the team. We have recently initiated a call back system for victims who fail to respond to the survey, in order to try and achieve a more complete picture on how we deal with victims.</p>	

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.

No specific actions, being dealt with as business as usual (see page 27/28 of the Strategy)

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.

No specific actions, being dealt with as business as usual (see page 27/28 of the Strategy)

## 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><b>Support frontline teams to identify and deliver more effective and timely interventions.</b></p> <p><b>Measures:</b></p> <p><b>Development of a problem profile</b></p> <p><b>Establish monitoring system that can be accessed by the</b></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 2019</p> <p><b>CONTINUE 2019/20</b></p>	<p>David Harrington, Head of Business Intelligence</p>	<p>An annual strategic assessment and quarterly updates on are produced based on published crime data.</p> <p>Access to police analyst resource to produce detailed information on crime below this level is limited. Exploring options at BCU level and also looking at potential for Council analyst to access police data. From November 2018, MOPAC are funding 4 analysts across London for County Lines / Safeguarding work, with an allocation to Harrow of 2 days per month.</p>	

partnership					
<p><b>Reduce incidents of violent youth crime in Harrow</b></p> <p><b>Measures:</b></p> <p>a) <b>Quarter on quarter reduction measured through MPS data.</b></p> <p>b) <b>A reduction in children and young people 'coming to notice' through youth violence for anyone under 18.</b></p>	<p>2 year fixed term FTE appointment of a gangs worker to provide targeted support to reduce the number of young people involved in youth violence and gang crime in the Rayners Lane Estate and South Harrow area</p>	<p>June 2019</p> <p><b>COMPLETE</b></p>	<p>Ignite</p>	<p><b>Outcomes</b></p> <p>Across the two years of the deliver for this project, it has been too premature to measure the development in the reduction in children and young people coming to notice via MERLIN CTN and Custody Records, Overall the team have engaged with 108 young people during our detached sessions. Of these 108 young people:</p> <ul style="list-style-type: none"> <li>- 62 have demonstrated improved self-efficacy</li> <li>- 45 have started making positive choices</li> <li>- 35 have increased their aspirations and hope for the future</li> </ul> <p><b>Outputs</b></p> <p>Outputs include 99 individual young people have engaged in positive activities; 217 sessions have been delivered, which include 78 mentoring sessions and 139 employment/education support sessions have been delivered; and positives activities such as Boxing/Employment, Music Project, Basketball sessions and Gym memberships.</p>	

	The above linking into the daily intelligence meeting (TBA)	Ongoing <b>CONTINUE 2019/20</b>	Richard Le Brun, Head of Community Safety	Ecins is the software that will be used to drive the intelligence picture enabling to have a more proactive focus around young people. This system will be used at the VVE daily briefing. The VCS who are attached to this software will be able to share the information so that it is a formed process and live decisions can be made.	
	Develop a partnership response to tackling knife crime, linked to Mayor's strategy for reducing knife crime	Ongoing <b>CONTINUE 2019/20</b>	Richard Le Brun, Head of Community Safety	A Knife Crime Action Plan has been produced in partnership with members of Safer Harrow and submitted to MOPAC	
	<p>Youth Offer, including Street Doctors Programme delivered to enable young people to respond to incidents of knife crime</p> <p>Youth Offending Service will Evaluate the impact of this Programme and determine whether it can be re-commissioned for a further year, or expanded</p>	March 2019 <b>CONTINUE 2019/20</b>	Mark Scanlon Head of Service for Early Support and YOT	<p>This continues to be found useful by YOT and Youth Offer clients.</p> <p>In addition to specific programmes of 1:1 work and small groups with YOT practitioners YOT clients benefit from access to a wide range of related contextual safeguarding programmes including</p> <ul style="list-style-type: none"> <li>• School Engagement Projects (resilience building programmes for "at risk" students)</li> <li>• Further support to Ignite for a full time gangs outreach worker</li> <li>• Unblurred lines – drama workshops for students regarding sexual, criminal and online exploitation and safer relationships.</li> <li>• WISH: to promote awareness and</li> </ul>	

				<p>support of young people at risk of sexual assault, CSE, digital exploitation and support with self-harming behaviours.</p> <ul style="list-style-type: none"> <li>• Synergy theatre company of previous offenders dramatizing workshops about effects and consequences of criminal behaviour</li> <li>• Tallships residential sailing course for YOT Boys and Harrow School Boys to spend time breaking down social barriers and developing team work and leadership skills.</li> <li>• Goldseal music and enterprise workshops for YOT (and since 2019 also YOUTH) clients to develop music production and entrepreneurial expertise and certification/qualifications</li> <li>• Engagement with the “No knives better lives” project run jointly with courts and met police delivering workshops with relatives of knife crime victims and targeted young people known to YOT</li> <li>• Other VCS partners including Khulisa, Abianda, Safer London and St Giles Trust who deliver 1:1 support to young people identified at risk of county lines activity accessed through the London wide rescue and response service</li> <li>• Implementation of eCINS secure information sharing platform for</li> </ul>	
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				<p>working across the borough, capital and nationally regarding cohorts of known young people, places and vehicles.</p> <ul style="list-style-type: none"> <li>• A parenting practitioner has been employed to deliver targeted interventions to 100 parents using a contextual safeguarding and strengthening families approach with local schools.</li> <li>• Work with University of Bedfordshire with the leading proponent of Contextual Safeguarding Dr Carlene Firmin, MBE to deliver awareness raising and operational training events to a wide range of council and key partner agency staff.</li> </ul> <p>In terms of theoretical approaches Harrow are also in consideration of how to implement a public health based approach to knife crime in a more meaningful way than just adopting the words. Alongside this there is consideration of a Ripple Effect Intervention Approach (such as has been implemented with the Wealdstone Action Group).</p>	
	Enable friends & family to seek support for YP through contact with Xcite & Learn Harrow	Ongoing <b>CONTINUE 2019/20</b>	Victoria Isaacs Economic Development	Verbal advice is given on general package of support.	
	Theatre project delivered in 4 secondary schools working with young people at risk of entering the	March 2019 <b>COMPLETE</b>	Synergy	Over the last year Synergy has delivered four creative, art and drama	



	criminal justice system			<p>programmes to prevent youth violence across Harrow; engaging 950 young people.</p> <p><b>92%</b> of young people who watched the Synergy Play/Film said that it helped them to understand the effect and consequences of criminal behaviour</p> <p>90 % Communicated aspirations to pursue similar projects and further arts based opportunities</p> <p><b>80%</b> of young people found the experience of interacting with ex-offenders useful</p>	
	Series of primary schools based engagement programmes aimed at raising general awareness around crime and personal safety (for Academic year September 2018)	<p>March 2019</p> <p><b>CONTINUE</b> 2019/20</p>	Harrow MPS	All Harrow primary schools will be invited to attend Junior Citizen 17 <sup>th</sup> June for three weeks to community citizenship style scenarios. This includes gangs/knife crime presentations. ASB scenarios from the STT, BTP do an input, drug and alcohol scenarios etc from school nurses.	
<b>A programme of activity and funding agreed and in place for 2019/20 and 2020/21</b>	<p>Engage with MOPAC over plans for years 3/4 for the London Crime Prevention Fund projects</p> <p>Agreed funding and programme of activity for April 2019</p>	<p>December 2018</p> <p>March 2019</p> <p><b>COMPLETE</b></p>	Mohammed Ilyas Policy Team	The Council has successfully commissioned projects under the LCPF programme for 2019-21	

Strategic Objective 1b – *Youth violence, weapon based crime and vulnerability & exploitation (including gang crime, and Child Sexual Exploitation)* – To embed a cultural shift within the schools on the issues of sexual assault, child sexual exploitation and digital exploitation, and to promote a culture of awareness of child sexual exploitation

Measures & Targets	Action	Deadline	Lead	RAG Rating – Update/Progress	RAG
<p><b>To support schools to deal more effectively with issues of CSE.</b></p> <p><b>Measures:</b></p> <p>a) <b>Progress reviewed by surveys and feedback forms;</b></p> <p>b) <b>Improvement in young people's safety from repeat victimisation measured using the Young Persons Core tool.</b></p>	<p>2 year fixed term part time worker to generate a cultural shift within schools on the issue of sexual assault, CSE, and digital exploitation violence, and promote a culture of awareness</p>	<p>March 2019 <b>COMPLETE</b></p>	<p>The Wish Centre &amp; Parmjit Chahal, Head of Service for Children's Access</p>	<p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• 10 schools engaged in the project with work ongoing with Whitmore, Bentley Wood, Helix, Nower Hill and Alpha Preparatory Schools.</li> <li>• Over 500 children engaged in the project</li> <li>• Over 70 teachers engaged in the project</li> <li>• Over 50 children and young people supported</li> <li>• The project has also provided training and advice for 41 frontline workers in Harrow in the CLA team; Social workers, Foster Carers, MASH, Police, Missing and Gangs Workers, Sexual Health, college staff, Relate counsellors and others on understanding the latest developments in Digital Sexual Exploitation and how this impacts on young people at risk of or experiencing CSE.</li> <li>• Early help support work has also been done advising 21 parents and</li> </ul>	<p></p>

				<p>carers of the risks of social media and CSE, aimed at a younger age group of Years 5 and 6.</p> <p><b>Analysis / Impact</b></p> <ul style="list-style-type: none"> <li>• 1-2 targeted schools evidence the impact in preventing and reducing crimes of sexual assault and digital exploitation by 50% against reporting baselines (long term outcome over 2 years)</li> <li>• 72% of 512 children and young people in Years 9 and 10 report a greater awareness of the risks of digital exploitation and an improved sense of safety about prevention of sexual assault.</li> <li>• 80% of 74 school staff have an increase in confidence, knowledge and procedures to create a school culture of challenge and support.</li> <li>• 70% of young 10 victims supported report a significant improvement in their sense of safety from repeat victimisation. The evidence for this outcome will be measured via a tool called the Young Persons Core.</li> <li>• 76% of 54 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</li> </ul>	
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				Person's Core. <ul style="list-style-type: none"> <li>64.5 % of 31 CSE victims evidenced a significant improvement in their recovery from the impact of the abuse.</li> </ul>	
<b>Training package produced and implemented</b>	Produce a combined multi-agency training package which can be delivered as a single course or split into different levels e.g. (a) prevention and identification (b) responding to FGM (and risk of).	March 2019 <b>COMPLETE</b>	Carole Furlong, Director of Public Health	A multi-agency Training package has been developed and is in place supported by HSCB Learning and Development Programme	
<b>Guidance produced and disseminated across the borough</b>	Develop new local FGM guidance and disseminate it across the Borough	March 2019 <b>COMPLETE</b>	Carole Furlong, Director of Public Health	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.	

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	
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<b>Development and delivery of modern slavery action plan</b>	Complete a baseline document on modern slavery, arising from an information gathering exercise / gap analysis undertaken in conjunction with stakeholders.	June 2018 <b>COMPLETE</b>	Nahreen Matlib, Senior Policy Officer	Baseline completed and presented to task and finish group on 25 June.
	Develop an action plan to address the gaps identified through the baseline research	June / July 2018 <b>COMPLETE</b>	Nahreen Matlib, Senior Policy Officer	Action plan has been developed and is regularly reviewed by the task and finish group, which last met 14 January 2019..
	Deliver the action plan	April 2019 <b>COMPLETE</b>	Modern slavery multi-agency task & finish group	Task and finish group has determined that the action plan should aim to complete in Spring 2019 following the conclusion of the ECPAT pilot (ends March 2019) and the delivery of the joint safeguarding conference which focussed on modern slavery (25 January 2019) and evaluation of conference thereafter to ensure the learning has been embedded into practice.  The action plan for the Modern Slavery task and finish group is provided separately to Safer Harrow for more detail. The action plan was last updated following the task and finish group meeting on 14 January.
	Embed the Be Safe, Stay Safe messages and advice	On going <b>COMPLETE</b>	Victoria Isaacs Economic Development	This is part of verbal advice given as part of support package

	<p>in all Employment &amp; Skills guidance from the Council.</p> <p>Include Employment Rights in the advice.</p>				
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<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 violence and female genital mutilation with a focus on the following:</p> <ul style="list-style-type: none"> <li>○ Prevention / Education</li> <li>○ Police / Enforcement</li> <li>○ Support / Recovery</li> </ul>					
Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	RAG

<p><b>Reduction in risk of clients by exit and after 6 and 12 months</b></p> <p><b>Additional Measures:</b></p> <p><b>a) Exit interview/ RIC (Risk Identification Checklist) /DASH (domestic abuse, stalking and 'honour'-based violence) and PSOCC (Hestia's database)</b></p>	<p>IDVA (Independent Domestic Violence Advocate) support to 240 new cases per year.</p>	<p>Quarterly <b>CONTINUE</b> <b>2019/20</b></p>	<p>Hestia</p>	<ul style="list-style-type: none"> <li>- Between 2018-2019, Harrow Council's IDVA service dealt with 358 high- risk cases of domestic abuse – which exceeds the annual target of 240.</li> </ul> <p>An additional 81 Harrow residents admitted to Northwick Park Hospital A &amp; E and maternity wards identified as experiencing domestic abuse were referred to the MOPAC funded IDVA service based at the hospital and managed by Victim Support. This brings the total number of high-risk domestic cases to 439 – an extra 143 on the previous year.</p> <ul style="list-style-type: none"> <li>- During 2018-2019 17 women and 24 children from Harrow were accommodated in DV refuges in other London boroughs.</li> </ul>	
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				<p><b>Exit interviews</b> - Completion rates remain low, due to difficulties in engaging clients after they have exited the service- particularly among clients referred through the MASH. Hestia has recently put in place measures to obtain feedback from clients once they have exited the service.</p>	
<p><b>Increase in MARAC (Multi Agency Risk Assessment Conference) referrals from partner organisations</b></p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>a) MARAC data on referrals</li> <li>b) Service provider information on number of training sessions</li> </ul>	<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 <b>CONTINUE</b> 2019/20</p>	<p>Farah Ikram</p>	<p>The number of high risk cases referred to MARAC during 2018-2019 increased from an average 16 cases per month in 2017-2018 to 22 cases per month. The majority of referrals to MARAC were from the police, the IDVA service and Harrow Children's Services. We continue to work closely with the MARAC chair and members to improve referral rates and support the victim to remain safe.</p> <p>Between 2018-2019 training on the process for referring cases to the monthly MARAC was provided to the local Police service, Mental Health services and local service providers.</p> <p>MARAC leads were also provided with</p>	



				training to help improve their understanding of the function of MARAC and to help improve performance.
<p><b>Maintain Domestic Violence as significant referral reason for undertaking Children and Young People Services assessment activity.</b></p> <p><b>Measures:</b></p> <p><b>b) Number of families identified through MASH (Multi Agency Safeguarding Hub)/Family Referral Team with Domestic Violence needs</b></p>	<p>Increase in number of social workers who have been provided with specialist Domestic Violence training by the Service Provider (Hestia) which is required to deliver a minimum of six days' training on Domestic Violence to frontline staff in Children's Services each year</p>	<p>Quarterly <b>COMPLETE</b></p>	<p>Farah Ikram</p>	<p>Between 2018-2019, over 1000 cases referred to children's services were identified as experiencing some level of domestic abuse - an increase of just over 150 since 2017-2018. 11 social workers based in Children Services have been provided with formal training on the MARAC referral process.</p> <p>Social workers were also provided with 1:1 advice and guidance by the IDVA based in the MASH (Multi Agency Safeguarding Hub) on carrying out risk assessments and developing robust safety plans and identifying suitable housing solutions for victims of domestic abuse and their families.</p> <p>A further 11 social workers and support staff from Children's Services attended training on domestic abuse, organised by the Harrow Safeguarding Board.</p>

<p><b>c) Children's Services to provide numbers of social workers trained</b></p>					
<p><b>Produce an options appraisal for a local perpetrator programme. Consideration for programme to offer service to individuals not convicted of Domestic Violence offence where appropriate</b></p> <p><b>Business case to be presented to Safer Harrow re resources/ capacity</b></p>	<p>Consider how the business case for a local perpetrator programme can be sustainably funded in Harrow</p>	<p>December 2018</p> <p><b>COMPLETE</b></p>	<p>Harrow Domestic and Sexual Violence Forum &amp; Farah Ikram, Policy Officer</p>	<p>Paper was produced and tabled at DSV Forum and Safer Harrow meetings in January/February 2018, with a view to exploring more cost effective/long term solutions and opportunities to participate in initiatives arising from the BCU merger.</p>	
<p><b>Future proof Harrow Couples Domestic Violence Programme</b></p>	<p>Continue to deliver the Couples Programme, and consider options for sustainable funding of this programme</p>	<p>April 2019</p> <p><b>CONTINUE 2019/20</b></p>	<p>Parmjit Chahal, Head of Service for Children's Access</p>	<p>The second evaluation of the Harrow Tavistock Safer Relationships Programme reflects the positive findings of the first pilot with growing evidence that working with carefully screened couples where there have been incidents of parental conflict/violence leads to no further violence during the intervention and a reduction in repeat violence and a</p>	

				<p>reduction of referrals into statutory services with improved outcomes for children.</p> <p>Further funding has been secured through working with the Tavistock Relationships for the intervention to be offered to Couples prior to the need for statutory services.</p> <p>Funding to continue the initiative in a statutory safeguarding setting continues to be explored. For now this evidence based response to domestic abuse where couples choose to remain together is on hold until funding is secured to fund the infrastructure that enables the programme to be run safely and for trained family therapists to deliver the intervention with couples</p>
<p><b>Secure funding for the domestic violence contract for 2019 and beyond</b></p>	<p>Investigate all options available for funding services currently provided under the Domestic and Sexual Violence contract; areas being explored will include MOPAC, Hestia to reduce costs of contract; external funding options etc.</p>	<p>September 2018 <b>COMPLETE</b></p>	<p>Rachel Gapp, Head of Policy</p>	<p>Approval of £200k of LCPF towards Domestic violence contract to March 2021.</p> <p>- External bids: the Council successfully bid for £194,000 of funding from MHCLG to support victims of domestic violence with complex needs access refuges and specialist accommodation. This was a joint bid led by Harrow and Hestia, in partnership with Ealing and Slough LAs and will support over 300 victims across three boroughs and funding is secured</p>

				<p>until March 2020. Delivery of the project commenced in April 2019 and outcomes will be reported on as of July 2019.</p> <p>Victim Support has been re-commissioned by MOPAC to deliver the pan-London Integrated Victim and Witness Service, which will be aligned aligned to the North West BCU. From April 2019 – March 2021, there will be two full-time IDVA's – one based at Northwick Park Hospital and another co-located at Colindale and Wembley safeguarding hubs.</p> <p>The Pan –London service will also provide victims with access to IDVAs based at Witness Care Units and specialist IDVAs to provide tailored support to LGBT, disabled , victims and those of African heritage.</p>
<p><b>Provide up to date information about domestic abuse services to residents and other stakeholders on the Council's website.</b></p>	<p>Explore better opportunities to share information with existing VCS organisations that deliver DSV services in Harrow and other statutory bodies</p>	<p>Ongoing <b>CONTINUE</b> <b>2019/20</b></p>	<p>Farah Ikram</p>	<p>The Council's website has been updated to include contact details of national, pan-London and local domestic and sexual violence services.</p>

<p><b>Increase the number of Harrow residents using services provided under the Ascent programme (funded by London Councils)</b></p>	<p>Raise awareness of the services through the Harrow Domestic and Sexual Violence Forum to encourage an increase in signposting, referrals and usage.</p>	<p>Ongoing <b>CONTINUE</b> 2019/20</p>	<p>Farah Ikram</p>	<p>Data available from April-December 2019 shows that the Pan-London Domestic and Sexual Violence Helpline received over 620 calls from Harrow residents. A further 280 accessed advice and counselling services provided through the partnership.</p> <p>Asian Women’s Resource Centre (AWRC) holds regular DV information advice sessions at Harrow Civic Centre. Feedback indicates that significant proportion of Harrow clients that attend the monthly advice sessions have No Recourse to Public Funds status. Local service providers are also accessing free training provided through the Ascent programme, including training on working with perpetrators, and improving awareness and knowledge of housing options for victims. We will continue to promote details of up and coming training and development opportunities for local services.</p>
<p><b>Increase in the number of referrals to partner organisations in the community, including the interfaith forum</b></p>	<p>Review the information on the Council’s website and make the necessary changes.</p>	<p>Ongoing <b>CONTINUE</b> 2019/20</p>	<p>Farah Ikram</p>	<p>The Domestic Abuse section on the Council’s website has been updated to include details of partner organisations and local service providers offering domestic violence services. Children’s Services is working in partnership with a range of third sector providers, including the Asian Women’s Resources Centre, and are signposting victims and families</p>

				that are experiencing domestic violence to monthly advice surgeries.	
<b>Ensure employment &amp; training options are known to social workers and support teams to be included in support &amp; recovery plans</b>	Make timely referrals to employment/training support to build confidence and independence	Ongoing <b>CONTINUE</b> 2019/20	Victoria Isaacs Employment & Skills	Social workers and housing staff are regularly reminded of Xcite offer. Additional funds have been secured to continue with up skilling people in low paid jobs, to increase economic independence. News letters are being distributed to highlight job opportunities, workshops and training options for professionals	

Strategic Objective 4a – *Drug and alcohol misuse* : To reduce the number of 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
<b>An increase in the number of young people currently engaged in a drug dealing lifestyle supported to exit this lifestyle and reducing the numbers of young people choosing to or being coerced into supplying substances.</b>	Conduct a needs assessment using data from Compass YPSMS and other local sources including, School health assessment, and carry out community and stakeholder consultation to ascertain and determine the level of need of Young People who are at risk of grooming for supply of substances 3-6 months and to increase knowledge and understanding of level of under	July 2019 <b>COMPLETE</b>	Compass	Needs Assessment completed with evaluation and recommendations.	

<p><b>Measure:</b></p> <p><b>The number of young people referred to the drug and alcohol service regarding preventative work (using local public health data).</b></p>	<p>18's involved in supply of illicit substances in Harrow by sharing service level data throughout the project term.</p>				
	<p>Identify local hotspot areas where drug dealing is known in the borough</p>	<p>July 2019</p> <p><b>COMPLETE</b></p>	<p>Compass</p>	<p>Upon our research and conclusions from the Needs Assessment (see report); areas of where local hotspots for Drug Dealing has now been identified.</p> <p>As above, evaluations and recommendations have been put forward to address these.</p>	
	<p>Deliver a series of workshops and assemblies to at least 90% of High Schools in the Harrow</p>	<p>July 2019</p> <p><b>COMPLETE</b></p>	<p>Compass</p>	<p><b>Amber</b></p> <p>Work continues to deliver assemblies across the High Schools in the borough.</p> <p>These have been delivered to Rooks Heath, Harrow High, Salvatorian High and Whitmore High</p> <p>We have buy – in and agreement to deliver the rest of these to the other High Schools in the borough aside from Sacred Heart and Bentley Wood.</p> <p>Work continues to reach out to these 2 schools with the support of Gavin Baker</p>	

				(Education Lead – Harrow Council) to encourage them to engage with Compass on the specification of the project.	
	Deliver a number of 1-2-1 prevention sessions on awareness of drug dealing and to include strategies and mechanism to attain this	March 2019 <b>COMPLETE</b>	Compass	<p><b>Amber</b></p> <p>The Drug Dealing Prevention Worker has engaged 19 young people who are involved in drug dealing or are on the cusp of drug dealing, i.e. associations or gang members and are delivering 1-2-1 intervention and prevention session with them.</p> <p>In addition, from the work with the schools as above, we are working closely with them to identify those young people who they feel are involved in this type of activity and those who the schools feel would benefit from engaging in 1-2-1 sessions to deliver both prevention work and intervention work.</p>	
	Deliver a number of 1-2-1 intervention sessions for young people who are involved in drug dealing and to provide and develop an exit strategy for them to leave and access PAYP (Positive Activities for Young People)	March 2019 <b>COMPLETE</b>	Compass	<p><b>Amber</b></p> <p>Have supported 3 clients to move away from drug dealing activity into meaningful activities including i. Working for a marketing company; ii. Engaging in YP activities in residential placement &amp; iii.</p>	



				<p>Accessing a motor mechanics course. Two of these clients have been discharged from the service as positive outcomes whilst the other remains on the caseload.</p>	
	<p>Undertake a trial of the DISC information sharing system to help address VVE in the Town centre</p> <p>????</p>	March 2019	Tanya Sprunks and Paul Gamble	<p>This is progressing and several schools, including Harrow High have signed up to the information sharing agreement to be part of the DISC system.</p> <p>This is now left in the hands of Insp Bradley who has Police ownership of schools and the Business Improvement District (BID) as well as the Serious Incident Group (SIG-Schools Group)</p>	

<p>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</p>					
Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	RAG

	Specialist caseload management of all prison release service users to support through treatment and recovery	March 2019 <b>CONTINUE</b> 2019/20	Service Manager, WDP	Transfer rate from prison to the community. <b>Q2: 1.7.16-30.6.17</b> 10.3% <b>Q3: 1.10.16-30.9.17</b> 15.4%	
<b>Year on year increase in the transfer rate from prison to the community in 2017/18 and the transfer rate from prison to the community in 2018/19</b>	Specialist Prison Link Worker that in-reaches to prison establishments: <ul style="list-style-type: none"> <li>Bridging the gap for service users between Harrow Substance Misuse Services and HMP.</li> </ul> Assessing, engaging and providing support to service users being released from prison to maximise their engagement with community services on release.	March 2019 <b>CONTINUE</b> 2019/20	Service Manager, WDP	<b>Q4: 1.1.17-31.12.17</b> 16.0% <b>Q1: 1.4.17-31.3.18</b> 19.7% <b>Q2: 1.7.17-30.6.18</b> 16.9% <b>Q3: 2018/19</b> 13.0%  *Public Health England (PHE) is currently reviewing prison release data reported to National Drug Treatment Monitoring Service i.e. numbers of detainees in treatment that have been referred to the community service . Local Provider referral-in figures do not appear to equate to prison release data.  The WDP Prison Link Worker continues to build good rapport with the Forward Team at HMP Wormwood Scrubs who provide essential information about an individual's needs and what support they may require on release. This enhanced joint working is also increasing timely notifications of release dates which enable WDP to prepare for an individuals transfer from prison treatment to community treatment i.e. pre- booked medical appointments. The Prison Link	

				Worker has commenced prison visits - reviewing approximately 4-6 individuals each week who are due to be released within the next few weeks in order to increase seamless care at the interface. This process enables those newly released to receive a prescription without going through lengthy assessment process first as the most recent assessment will be in place.	
	Engage Skills & Employment teams for current opportunities and Local Labour market support	On going <b>CONTINUE</b> 2019/20	Victoria Isaacs Skills & Employment	<b>Green</b> – Very low levels of referral . Clients assessed and taken on employment brokerage case load where Xcite can effectively support, or referred to Work & Health programme if this is more appropriate	

**Strategic Objective 5 – *Extremism and hate crime*** : To prevent people from being drawn into terrorism or supporting terrorism; and to improve hate crime reporting rates.

Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	RAG
<b>Prevention of people being drawn into terrorism or supporting terrorism and improving community engagement</b>	Delivery of WRAP Training to all statutory partners	March 2019 <b>CONTINUE</b> 2019/20	Samia Malik, Community Cohesion Lead	The programme of monthly WRAP training sessions continue and are open to staff across the Council and partner agencies. These are promoted via Harrow Children’s Safeguarding Board and the Adult Safeguarding Board, as well as via the Council’s internal communications.  Individual sessions are arranged with	

				schools, colleges and other partners on request.	
	Community Engagement activity with Community Leaders	March 2019 <b>CONTINUE</b> 2019/20	Samia Malik, Community Cohesion Lead	A very well attended Community Round Table event took place on 25 <sup>th</sup> September, where local community leaders had the opportunity to hear from the Home Office regarding Prevent and ask questions. We have received positive feedback – both from the Home Office and from attendees.	
	Delivery of the Local Prevent Programme	March 2019 <b>CONTINUE</b> 2019/20	Samia Malik, Community Cohesion Lead	In 2018/19 the Council received no Prevent project funding from the Home Office. We have been put on standby that Harrow is likely to lose Coordinator funding in 2019/20. Despite this the Local Authority is required to continue to meet the requirements of the Prevent Duty.	
	Effective delivery of Channel arrangements	March 2019 <b>CONTINUE</b> 2019/20	Mark Scanlon, Head of Early Support & Samia Malik, Community Cohesion Lead	Multi agency Channel arrangements are in place and operating well in Harrow. We continue to monitor updates regarding the role out of Dovetail in London.	
<b>Increase in the reporting of incidents of Hate Crime</b>	Review arrangements for hate crime reporting	September 2019 <b>CONTINUE</b> 2019/20	Richard Le Brun, Head of Community Safety & Samia Malik, Community Cohesion	Harrow continues to contract Stop Hate UK to provide third party reporting arrangements, and promotes this service through all Council communication channels, as well as via partners. Reporting via this means continues to remain low. Figures presented at the September Safer	

			Lead	Harrow meeting indicate an increase in faith and race hate crime. These are being further analysed.	
	Victim Support worker in place to support victims of Hate Crime	March 2019 <b>COMPLETE</b>	Richard Le Brun, Head of Community Safety	Worker in place	
	Through victim satisfaction surveys increase confidence to report incidents	March 2019 <b>CONTINUE 2019/20</b>	Richard Le Brun, Head of Community Safety	To be established and gain enough feedback to fully understand the impact	