

Council

Thursday 8 November 2012

CONFIRMATION OF CABINET AND COMMITTEE RECOMMENDATIONS AND RELEVANT ORIGINATING BACKGROUND PAPERS

ITEM ON SUMMONS	CABINET / COMMITTEE RECOMMENDATION	ORIGINATING REPORT
	<p>(A) Community Safety Plan and Strategic Assessment</p> <p>Recommendation I: Overview and Scrutiny Committee (20 September 2012)</p> <p>(B) Community Safety Plan</p> <p>Recommendation I: Cabinet (13 September 2012)</p>	
9.	COMMUNITY SAFETY PLAN	Reports of the Assistant Chief Executive (Pages 1 - 146)
	Recommendation II: Overview and Scrutiny Committee (20 September 2012)	
11.	CHANGES TO THE OVERVIEW AND SCRUTINY COMMITTEE	Report of the Divisional Director of Partnerships, Development and Performance (Pages 147 - 150)

(A) Youth Justice Plan and Youth
Offending Improvement Plan

Recommendation III:
Overview and Scrutiny
Committee
(24 October 2012)

12.

YOUTH JUSTICE PLAN AND
YOUTH OFFENDING
IMPROVEMENT PLAN
FOLLOWING CORE CASE
INSPECTION OF YOUTH
OFFENDING WORK

Report of the Corporate Director of
Children and Families
(Pages 151 - 212)

**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	20 th September 2012
Subject:	Community Safety Plan and Strategic Assessment
Responsible Officer:	Tom Whiting, Assistant Chief Executive
Scrutiny Lead Member area:	Environment and Enterprise
Exempt:	No
Enclosures:	Community Safety Plan Strategic Assessment

Section 1 – Summary and Recommendations

This report sets out the joint response of the Council, the Police and other partners to the crime and anti-social behaviour issues identified in the Strategic Assessment as well as broadening the definition of community safety by including other aspects of safety including safeguarding vulnerable adults and young people, addressing domestic violence, hate crime and community tensions and helping people recover from abuse of drugs and/or alcohol.

Recommendations:

The Committee is requested to note the report.

Section 2 – Report

Each year, the Council, the Police and other partners prepare a Strategic Assessment of the pattern and trend of crime and anti-social behaviour in Harrow. Every three years, these partners are required to prepare a Community Safety Plan that brings together their strategic response to the crime and anti-social behaviour issues identified in the Strategic Assessment. However, locally Safer Harrow seeks to update the Community Safety Plan annually to ensure that it remains relevant.

This report introduces the Community Safety Plan for 2012-2015. The scope of this Plan is wider than in previous years bringing in other aspects of community safety in addition to responding to crime and anti-social behaviour. This is the first step in the evolution of the Community safety Plan to being a more comprehensive document that is proactive in planning services and identifying the connections between them. The next Community Safety Plan which it is intended to publish in February 2013 will complete this process.

Financial Implications

The strategic priorities and actions set out in the Community Safety Plan for 2012/13 are within the approved budgets for the Council, the Police and other partners. The ambitions for 2013/14 and 2014/15 will be met to the extent that budgets for those years permit.

Performance Issues

The Community Safety Plan contains strategic actions that support the Council's priority of keeping neighbourhoods clean, green and safe. The Plan includes high-level strategic directions rather than detailed work programmes and, as such, does not provide sufficient detail to enable the impact on specific crime indicators to be assessed. However, the plan is designed to help achieve the following targets adopted by the Metropolitan Police:

Indicator	Target 2012/13
Robbery	9% reduction
Burglary	5% reduction
Motor Vehicle Crime	8% reduction
Violent Crime	4% reduction

Environmental Impact

None

Legal Implications

Sections 5-7 Crime and Disorder Act 1998 creates a statutory duty for each local authority area to have a Community Safety Partnership. Section 6 places a duty on those Partnerships to produce a Community Safety Plan to

formulate and implement a strategy for the reduction of crime and disorder, for combating the misuse of drugs and alcohol and other substances and a strategy for reducing reoffending in the area in accordance with the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007.

Risk Management Implications

Safer Harrow, the Partnership body overseeing crime and anti-social behaviour concerns maintains a risk register which includes the key crime and anti-social behaviour issues.

Equalities implications

An EqIA was undertaken.

The high-level strategic nature of the Community Safety Plan makes identifying adverse outcomes problematic. The Assessment concluded that the plan seeks to address victimisation, which is disproportionately experienced by young people, and the fear of crime which is disproportionately experienced by older people.

Corporate Priorities

The Plan supports keeping neighbourhoods clean, green and safe by putting in place actions to reduce crime and anti-social behaviour.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 22 nd August 2012		
Name: Linda Cohen	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 3 rd September 2012		

Section 4 - Contact Details and Background Papers

Contact: Mike Howes, Service Manager, Policy and Partnerships 0208 420 9637

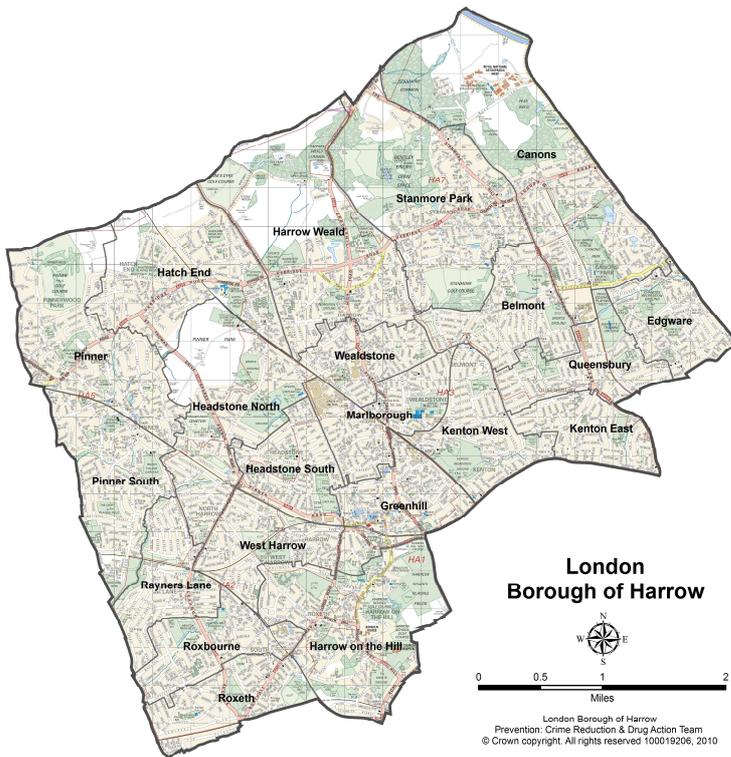
Background Papers: None

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Community Safety Plan

2012 – 2015



Foreword by Borough Commander; Chief Executive and Portfolio Holder for Environment and Community Safety

Welcome to Harrow's Community Safety Plan covering the three years 2012/13 to 2015/16.

In contrast to previous Community Safety Plans, which have concentrated mainly on reducing crime, disorder and anti-social behaviour, this Plan has widened its horizons to include, alongside crime reduction, other aspects of safety including safeguarding vulnerable adults and young people, addressing domestic violence, hate crime and community tensions and helping people recover from abuse of drugs and/or alcohol.

In the last twelve months, significant progress on joint working has been achieved with the operational launch of the Multi-Agency Safeguarding Hub (MASH) which uses the data of all relevant organisations to help make the right decisions about keeping children safe and trials are now taking place to extend the MASH to cover vulnerable adults. We have also launched an Integrated Offender Management Scheme (IOM) to help ex-offenders at risk of committing further crime to instead find a home, work or training and support to stay out of trouble. Both of these schemes have the potential significantly to reduce harm to individuals and the community. We have also launched a 24 hour helpline for victims of hate crime with Stop Hate UK. Stop Hate UK provide an accessible and independent reporting and support service for victims of hate crime

As well as these specific schemes, community safety continues to be achieved through joint working, sharing information and data and organisations co-operating to achieve common goals. While each partner has their own immediate priorities, these combine to achieve increasing safety in Harrow.

This Community Safety Plan is also the first to be written with an elected Commissioner for Policing and Crime in place. In London, this role has been added to the responsibilities of the Mayor of London. The Commissioner's powers are not very different from those that the Mayor and the GLA undertook as the Metropolitan Police Authority and it is as yet too soon to identify any changes in strategic direction. However, during the next year, the Mayor's Office for Policing and Crime (MOPC) will develop its own voice and priorities which will influence local policing priorities and style.

Policing in London in the summer of 2012 will take on the additional responsibility of managing safety in London during the Olympics and Para Olympics, including amongst the anticipated surge of visitors to the Capital.

Community Safety is about:

Police action to detect and arrest offenders, to deter crime, to give advice and share information to keep people and property safe and to reassure communities that their safety concerns are addressed,

Council action to safeguard vulnerable people – children, young people and adults, to provide activities that engage young people and divert them from crime and anti-social behaviour to reduce offending and re-offending, to keep the Borough clean and tidy, to operate public CCTV, to intervene to reduce anti-social behaviour, to reduce domestic and sexual violence and to reduce hate crime and community tensions;

Probation action to protect the public by supervising offenders in the community and to reduce re-offending, and to lead on the operation of the Integrated Offender Management scheme

NHS action to provide substance misuse education and treatment services, and mental health services;

Fire Brigade action to help people stay safe from fire and other emergencies, in the home, at work and in London's other buildings, to respond to emergencies, to make sure London is prepared for a major incident or emergency; and to take urgent enforcement action when we believe public safety is being put at risk in buildings;

Voluntary and Community Sector action to support individuals at risk of offending, communities at risk of crime and anti-social behaviour and victims; and

Individual action to become a Neighbourhood Champion, to take responsibility for your own behaviour and actions, to report crime and anti-social behaviour and to support each other if threatened by crime.

As this range of activity shows, community safety is a complex series of issues that cannot be successfully tackled by any agency working alone so representatives of all of the groups listed meet together as the Safer Harrow group to plan how best to reduce crime and anti-social behaviour. Our ideas and actions for 2012/13 and the two years beyond are set out in this plan.



Dal Babu
Borough Commander,
Harrow Police



Michael Lockwood
Chief Executive
Harrow Council



Councillor Phillip O'Dell
Portfolio Holder, Environment and
Community Safety
Harrow Council

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Introduction

Early in each new calendar year, the Police and the Council review the crime figures for the previous 12 months and assess which crime types are of most concern. The findings are brought together in a Strategic Assessment and are subject of consultation with the Residents' Panel to check that the statistical data mirrors residents' experience. The Community Safety Plan then sets out how the partnership intends to respond to the local crime landscape. This Community Safety Plan covers the period 2012/2015 although in much more detail for 2012/13 than the later years as the plan will be refreshed each year to reflect up to date conditions.

This Plan, however, goes much further than its predecessors in taking a wide view of what constitutes community safety and extending the Plan's remit to include Adult and Children's safeguarding, domestic violence, hate crime and community tension monitoring and helping people recover from abuse of drugs and/or alcohol. It also includes several case studies showing the impact of action taken in the last year. In future years, the Plan will continue to expand to include public health messages which contribute to personal and community safety and well-being.

This Plan also sets out development areas for the Community Safety Partnership, which locally is called Safer Harrow, to ensure it remains a strong and sustainable partnership with a strategic focus and effective performance management. It also looks at the developing relationship between Safer Harrow and the Health and Wellbeing Board, which is also a partnership body, concerned primarily with health and social care but also with other services that contribute to wellbeing. Community Safety in its widest sense is a key component of wellbeing.

Purpose of the Safer Communities Plan

This Plan describes the work of the Council, the Police and partner agencies to reduce crime and create safer and stronger communities across Harrow by:

- Identifying priority community safety issues and geographical areas based on our strategic assessment;
- Working in partnership with other organisations to keep the Borough clean, green and safe;
- Supporting and protecting people who are most in need;
- Communicating with and involving people in Harrow to address the issues that matter most to them;
- Mainstreaming community safety activity within the Council's service plans and those of partner agencies; and
- Leading and supporting Safer Harrow in delivering safer communities.

The nature and future of Safer Harrow

What is Safer Harrow?

Safer Harrow is the name of the Community Safety Partnership that was set up following the 1998 Crime and Disorder Act. Partnership approaches are largely built on the premise that

no single agency can deal with, or be responsible for dealing with, complex community safety and crime problems and for improving wellbeing and that success will only come through joint working.

The Partnership comprises:

- Harrow Police
- Harrow Council
- Harrow Probation
- Voluntary and Community sector organisations
- Harrow Fire Service
- NHS Harrow
- The Mayor's office for Policing and Crime (MOPC)
- A representative of Brent and Harrow Magistrates' Court

Partners bring different skills and services to Safer Harrow. The police and the probation service, who both have as their core role the reduction of crime and disorder, play a very active role in Safer Harrow while for other partners, the crime and anti-social behaviour aspects of community safety are less central issues compared with safeguarding and wellbeing. However, all contributions are important and the range of different contributors to improving community safety in Harrow means that extensive coordination is needed. This is reflected in number and specialisation of the co-ordination and strategy groups through which Safer Harrow addresses its concerns.

In terms of formal structure or governance, Safer Harrow comprises a number of forums that facilitate coordination and delivery.

- At a strategic level, community safety is coordinated by the **Safer Harrow**, which includes senior managers from the partner agencies and meets quarterly;
- At an operational level, a high level body called the **Joint Agency Tasking and Coordinating Group (JATCG)** meets monthly to discuss operational issues that are persistent, topical or impact on large numbers of residents.
- The **Anti-Social Behaviour Action Group (ASBAG)** meets monthly to tackle lower level anti-social behaviour problems of individuals or of particular areas.
- The **Early Intervention Panel (EIP)** commissions interventions with individuals that are designed to prevent entry into the criminal justice system.
- **Integrated Offender Management (IOM)** is a process which brings together most of the Safer Harrow agencies to support those at risk of re-offending to stay out of trouble;
- **Multi-Agency Public Protection Arrangements (MAPPA)** targets the most serious sexual and violent offenders and comprises Police, Probation and the Prison Service.
- The **Drug Action Team (DAT)** commissions treatment, education and preventative services for people with substance misuse problems
- The **Multi Agency Risk Assessment Committee (MARAC)** co-ordinates work to address repeat victimisation from domestic violence
- **Domestic Violence Forum** – partnership group for practitioners
- **Hate Crime. and Community Tension Monitoring Forum** meets every two months and is a partnership forum composed of representatives from the community and voluntary sector, police, and council departments
- **Harrow Hate Crime Advisory Group (HHCAG)** works to increase the transparency and accountability of the police and council in their investigation of hate crime and promote confidence and resilience in the overall service

- **Harrow Hate Incidents Panel (HHIP)** works to reduce repeat victimisation and ensure the best possible outcome for victims and witnesses
- **The Multi-Agency Safeguarding Hub (MASH)** is operational everyday to respond immediately to reports of potential harm to vulnerable young people and, it is hoped, adults.
- A number of other agencies have a duty to cooperate including Children's Services and the Youth Offending Team

The Health and Wellbeing Board has similar status to Safer Harrow and has direct responsibility for developing a Health and Wellbeing Strategy that guides the commissioning of health and social care services, including a range of activities that also support the ambitions of Safer Harrow. Working arrangements between the two organisations are being developed to make sure that the objectives and programmes of both are complementary.

These formal groups are supported by practitioner groups that share information and good practice, groups that bring the experience of victimisation or public concerns to the Partnership and regular contact between and within agencies.

Safer Harrow is only able to influence certain community safety and criminal justice services that are delivered locally. Prisons and courts for example, are managed and administered centrally.

Financial savings from partnership interventions will often not return to organisation making the investment and sometimes not to organisations within the partnership at all such as the Prison Service and Courts Service who can benefit financially from Safer Harrow's interventions.

Funding

The Government's public sector spending plans involve significant reductions in funding for all the agencies involved in criminal justice over the next three years. How these reductions will impact on the ability of individual agencies to support the community safety agenda will only be known as detailed budgets are drawn up year by year. However, for the current year, some examples of the decisions already made give an indication of the impact that changes to funding will have.

For the Police,

- The overtime budget for Harrow has been reduced from £495,000 to £428,000 for the policing year 2012/13 a reduction of 14.6%.
- Working with the LA we have identified LAA money from historical projects which was not spent and we are seeking to effectively use these funds for local initiatives.
- We have submitted an application to MOPAC to secure the £50,000 Community Safety Fund with an additional application seeking to spend £18,000 carried over from last year.

The Council has made significant savings in recent years. In the period 2007/08 to 2009/10 these totalled £38m. As part of the budget approved last year, £19m of savings were identified for 2011-12 with a further £12.3m for future years. Over the three years of the Medium Term Financial Strategy now proposed, an additional £18.6m of savings has been identified.

Making savings on this scale is extremely challenging, but Directors have focussed on ensuring that further changes to service delivery models are innovative, robust and deliverable

and minimise the risk to vulnerable people or service failure. The extent of the cuts to public sector spending and the Government's agenda for public service reform mean that the Council is thinking about its future shape and size; how we deliver services in collaboration more with partners and residents and bring about a new relationship that has the potential to unlock major savings.

The NHS nationally has a cash budget increase of 0.1% but has a target to save £20bn over the next 4 years. Locally, the Primary Care Trust has a deficit which requires compensatory spending reductions of 15% in all services.

The budgets of the Police, Probation and Fire Services are focused exclusively on community safety work. In addition, significant mainstream resources from Harrow Council, and the Primary Care Trust, contribute towards reducing offending behaviour in the borough

For the fire service, the Mayor's budget targets indicate that total savings of £64.8 million will need to be made over 2013/14 and 2014/15. The London Fire Brigade (LFB) is the early stages of preparing the fifth London Safety Plan which is the main mechanism the LFB uses to make changes to the way the fire and rescue service is organised in London. The Plan will set out priorities and how services will be delivered from April 2013. The Plan will be subject to public consultation from November 2012.

Strategic Assessment

The Strategic Assessment is produced by Safer Harrow. It summarises the crime and disorder which took place in Harrow between October 2010 and September 2011.

The purpose of the Strategic Assessment is to increase understanding of crime and disorder issues in the borough and to inform decision making around how they should be addressed. As a high level summary, the Strategic Assessment does not discuss any crime or disorder type in detail, but serves to highlight the salient issues and trends. It also sets out a series of recommendations for action. More detailed analysis is regularly undertaken by the Partnership and is used to inform action and to evaluate interventions.

In June 2011, the Home Office removed many of the regulations on many aspects of Community Safety Partnerships (these are the statutory multi-agency bodies set up to tackle crime and anti-social behaviour). It is no longer a statutory requirement to produce a Strategic Assessment. However, it was felt that a summary of crime and anti-social behaviour in Harrow would be help the Partnership identify Harrow's identify key problems and set priorities.

Level of total crime in Harrow, neighbouring boroughs and London

A total of 13,999 crimes (often referred to as total notifiable offences (TNO)) were recorded in Harrow in 2011. This is the fifth lowest total of London's 32 Metropolitan Police boroughs. Once the population size of the boroughs is taken into account, Harrow's crime rate of 61 crimes per 1000 population puts it second lowest with only to Bexley, which recorded 55 crimes per 1000 population, with a lower crime rate. The borough with the highest level of crime in London, was Westminster, but as Westminster has unique characteristics as a leisure, transport and business hub, its rate of over 300 crimes per 1,000 populations it is not typical or directly comparable. Camden recorded the second highest crime rate with 171 crimes per 1,000 populations.

The crime rates in Harrow's neighbouring boroughs were 108 per 1,000 population in Brent; 100 per 1,000 population in Ealing; 89 per 1,000 population in Ealing; and 78 per 1,000 population in Barnet.

Change in level of crime in Harrow, neighbouring boroughs and London

The total number of crimes in Harrow fell by 9% in 2011 compared to 2010, this compares to a 1% reduction in London as a whole. This is the third largest reduction of London's 32 Metropolitan Police boroughs. Only Bexley (14%) and Newham (9%) recorded larger reductions.

Three out of four of Harrow's neighbouring boroughs recorded an increase in the level of crime in 2011. Hillingdon and Barnet both recorded moderate increases, Brent recorded a 6% increase and Ealing recorded a 6% reduction.

What crimes and ASB have gone up?

While, there was a 9% reduction in overall crime in 2011, several categories of crime showed increases during 2011:

- Personal robbery increased from 423 to 587 (39%).

- Residential burglary increased from 1744 to 1988 (14%). The most recent figures indicate the residential burglary is starting to decrease

- Theft of cycles increased by 24%

- The number of gun crime offences increases by 5%

- Knife crime increased by 16% (196 offences between April 2011 to February 2012)

- Serious youth violence increased by 12% in the financial year to date to February 2012 compared to the previous period up February 2011. It should be noted that the level of serious youth violence in Harrow is still one of the lowest of London boroughs.

What crimes have gone down?

While attention and resources are more likely to be directed to crime types that have gone up, it is interesting and useful to see which crime types fell in 2011

- Violence against the person fell by 16%; this includes all major assault categories (common assault to wounding) and harassment. There were also no murders. (Only three other London boroughs recorded no murders in 2011. Brent, Ealing and Barnet recorded four to five murders each)

- Rape fell from 63 to 57 offences (10%) and domestic violence by 8% to 1,161 offences

- Theft of a vehicle fell by 10% and theft from a vehicle by 17%

- Theft from shops fell by 24%

- Overall criminal damage fell by 12% - including all major type of criminal damage

- Racist and religious hate crime fell by 28%

Where crime and ASB takes place

Every part of the borough is impacted on by crime in some way, but there are several areas where there are higher concentrations of crime. These areas are often referred to as 'hotspots'. Four of these key hotspots are briefly discussed below.

Harrow Town Centre/Greenhill Ward

With 1707 recorded offences in 2011, Greenhill Ward continues to have the highest crime of any of Harrow's 21 wards. As well as being an area of heavy footfall, which in itself is likely to be associated with a higher volume of crime, there are three notable crime generators:

- a cluster of bars and pubs associated with violent crime in the late evenings and weekends
- a heavy concentration of retail outlets associated with theft related offences in mornings and afternoon
- a major transport hub associated with ASB and other offences

The level of crime in Greenhill ward has decreased drastically in recent years. Overall the number of offences in Greenhill ward fell by 358 (18%) in 2011. This is well over one quarter of the total reduction in crime in Harrow in 2011. Since 2008, crime in Greenhill ward has fallen by 28%.

In terms of changes in the number of specific crime types in 2011

- Violence against the person, including all assaults, fell by 102 offences (23%)
- the number of personal robbery offences increased from 57 to 68 offences
- Residential burglary decreased by one offence to 144
- Theft from shops fell from 326 to 216 offences (34%)
- Criminal damage fell from 137 to 111 offences (19%)

Much of the reduction in offending levels in Greenhill ward and the Town Centre is likely to be due to various partnership interventions, in particular the Town Centre Team and the Safer Transport Team.

Wealdstone Corridor

This area covers the areas around George Gange Way in the west of Marlborough Ward and continues north into the High Street in Wealdstone Ward. High levels of crime are recorded in both these wards. This area has been associated with youth violence including a group of young people associated with a gang. Crime in Wealdstone Ward fell by 10% and in Marlborough Ward by 14% in 2011.

However, crime in Marlborough ward increased in 2009 and 2010, making the number of crimes in 2011 (904 offences) higher than the 808 offences recorded in 2008. There was a substantial drop in theft from vehicle offences in Marlborough in 2011, from 192 offences in 2010 to 64 offences in 2011. Conversely, personal robbery increased in Marlborough from 25 offences in 2010 to 56 offences in 2011. There was a similar pattern in Wealdstone Ward with a substantial decrease in theft from vehicle offences and an increase in personal robbery. Relatively high levels of serious violence are also recorded in these wards. There were 33 wounding offences in 2011.

Edgware

Edgware experienced the sixth highest level of crime of Harrow's 21 wards in 2011. This ward also experiences the highest levels of environmental crime in the borough such as fly-tipping and litter. These low level problems can contribute to a lack of commitment to an area and a careless attitude to keeping the area tidy and can contribute to low level offending.

South Harrow

South Harrow straddles three wards: Harrow on the Hill, Roxeth and Roxbourne. Some of the crime and disorder problems around South Harrow are associated with young people hanging around after school and later on in the evening. South Harrow is also a major transport hub, with a busy underground station and 10 bus routes that pass through.

There has also been an increase in the spread of hate offences in the South Harrow area in 2011/2012. There are two clusters in South Harrow. The first is to the west of the junction between Northolt Road and Roxeth Hill, around the Grange Farm Estate. The second cluster is the area to the West and South of South Harrow offences took place between the Rayners Lane Estate and Eastcote Lane Estate as well as around Northolt Road

Who commits crime and ASB in Harrow?

Crime is committed by a variety of types of people in Harrow, but some groups are more likely to offend than others. For most crime types, offenders are disproportionately young and disproportionately male. White residents are the ethnic group most likely to offend, but once that group's size in relation to the borough population is taken into account, their offending levels are approximately proportionate. In relation to their number in the population, Asians have low rates of offending and Black residents higher rates of offending. However, the profile of offender varies considerably between crime types, with, for example, robbers tending to be much younger than burglars.

Victims of crime in Harrow

Victims are more demographically varied than offenders in terms of age, ethnicity and gender. Younger people are more likely to be victims than older people, but the relationship between age and risk of victimisation is relatively weak. Males and females have similar levels of victimisation, but these vary between offence types, with, for example, males more likely to be victims of violence in general, but females more likely to be victims of domestic violence.

Summary of Harrow's crime and disorder problems

Performance: 2007/08 – 2010/11

The table below summarises changes in the level of crime and other criminal justice indicators from 2007/08 to 2011/12.

Crime and anti-social behaviour indicators

Crime/ASB type	2007/08	2010/11	2011/12	Change 10/11 to 11/12	Change 07/08 to 11/12
Total crime	14074	14968	14112	-856	38
Common assault	660	832	652	-180	-8
Personal robbery	469	398	668	270	199
Residential burglary	1541	1798	2080	282	349
Theft from vehicle	1768	1637	1590	-47	-178
Theft of vehicle	548	364	331	-33	-217
Snatch and pickpocket	537	499	311	-188	-226
Criminal damage		1569	1476	-93	n/a
Young first time entrants	164	86	92	6	-72
Offences committed by young people	564	515	380	-135	-184
Problem drug users in treatment	391	387	418	31	27
Incidents recorded on buses	1346	911	975	64	-371
Racist offences	117	227	195	-32	78
Domestic violence	920	1270	1144	-126	224
Incidents on trains and tubes	781	491	370	-121	-411

In 2011/12, there were 14,112 crimes in Harrow (officially referred as total notifiable offences (TNOs)) compared to 14,986 offences in 2010/11, a decrease of 5.7%.

Recent performance and trends

The Police set targets for reductions in particular crime types and also targets for the rate for resolving those crimes. Resolving is measured by the Sanction Detection rate which means the number of offences for which a judicial outcome is achieved such as a conviction or a caution.

Fire Service Performance

The Fire Service's priority is to make people safer in their homes and within their communities. By actively engaging with London's communities they are able to inform and educate people in how to reduce the risk of fires and other emergencies. The Service believes that by empowering individuals with knowledge and skills regarding; preventing, detecting, and escaping from fire, they will make informed choices and decisions which will improve the safety of themselves, those they live with, and others in their community.

While the Service wants to make everyone in London safer, their analysis shows that some people are more vulnerable to fire risks than others. Therefore they prioritise work to help these people first. Fires are analysed by the type of property they occur in and the cause of the fire, and from this work, fire prevention priorities are identified. The places and people who are most at risk are also identified through using a range of social, demographic and geographic data. Preventative methods are targeted most towards these higher-risk people and places.

Although there has been a significant decline in the number of fire deaths and injuries over the past decade, the Service continually strives to bring these figures down even further. To help achieve this, a range of targeted schemes and initiatives are delivered with the intention that their combined effects will bring about a greater reduction in fires, fire deaths and injuries. The main method of preventing fires in the home is home fire safety visits programme (HFSVs). These visits are targeted at those most at risk from fire and are used to provide residents with individually tailored fire safety advice and, where necessary, install a smoke alarm.

Within the 2011/2012, crews responded to 2059 incidents within the borough of Harrow. Of these 477 incidents were fires and 511 were special services such as flooding, road traffic collisions and lift releases.

Performance Indicators	11/12 Target	11/12 Actual	12/13 Target
Fires in the home (Accidental)	127	127	126
Fire in non-domestic buildings (Accidental)	48	42	48
Fires – Rubbish (deliberate & unknown motive)	93	35	92
False alarms from automatic systems (Non Domestic)	539	553	530
Shut in lift releases	36	41	38
Time spent by station staff on community safety	10%	13%	11%
Home fire safety visits carried out	781	946	817
% of Home fire safety visits to priority homes / people	65%	77%	70%
1 st Appliance – Average arrival time to incidents in Harrow	6 minutes	6:41	6 minutes
2 nd Appliance – Average arrival time to incidents in Harrow	8 minutes	9:51	8 minutes

Case Studies

It is useful to consider the impact achieved by actions taken by the Council and the Police to address community safety concerns. It is difficult to attribute a change in the crime rate or in anti-social behaviour to a particular cause when a wide range of factors influences individuals. However, case studies can show direct outcomes of particular initiatives and give an indication of their value. The following case studies highlight two particular projects and include specific outcomes that would not have been achieved without the investment in preparing and following through with initiatives. Clearly, there are continuing outcomes from both of these projects in addition to the impact highlighted.

Action by Neighbourhood Champions

Two neighbourhood champions in adjoining streets raised a concern about a large property that had been divided up and was being rented out to a large number of individuals.

Neighbours were experiencing problems of noise, disorder and had suspicions that drug dealing was taking place. These problems had been going on for an extended period.

After the input from the neighbourhood champions, an investigation took place which involved the Police and Council service teams including planning enforcement, private sector housing, anti social behaviour and environmental health. A number of enforcement actions were put in place including carrying out a Police drugs raid. The landlord was contacted and advised on implementing proper systems for controlling a property of this type.

Following the input from the services this has become a well run property with a permanent management presence. The problems which had previously been experienced have ceased, as has the disruption to the community.

Distribution of Smartwater

2010-11 and 2011-12 have seen the roll-out of a major crime reduction initiative in Harrow, the free on-demand installation of Smartwater to households in Harrow. This has seen the Police visiting approximately 30,000 homes across the borough, installing Smartwater and offering crime prevention advice and information to residents.

Smartwater allows property to be tagged with an invisible mark which can be tracked back to the individual household where it was installed. This means that if the Police find this property at a later date, they can conclusively prove that the item is stolen- and exactly where it was stolen from, making life very difficult for would-be burglars.

The impact of Smartwater on burglary trends will be evaluated in a detailed study which will be carried out in the 2012-13 year but it is already apparent that the project has had a positive impact – over the time when the home visits were being carried out, surveys have shown public confidence in the Police and Council's crime reduction work increasing from below 30% to over 80%.

Suggested priorities for Safer Harrow in 2012/13

With limited resources to tackle crime and disorder problems, Safer Harrow inevitably has to prioritise certain offence types over others. From the analysis of crime and disorder problems in the Strategic Assessment and the performance information, the following crime and ASB types are suggested as priorities:

Residential burglary: This is a high volume crime that impacts significantly on households and communities. There were 2080 offences in 2011/12 compared to 1798 offences in 2010/11, an increase of 16%.

Robbery and Snatch: There were 668 personal robberies in 2011/12, a 68% increase on the 2010/11 figure of 398. The figures for snatch show a reduction to 311 offences in 2011/12 compared with 499 in 2010/11 a decrease of 38%. The combined figure shows a 9% increase in 2011/12 over the 2010/11 total.

Anti-social behaviour (ASB): Anti-social behaviour in this context means low level nuisance behaviour and degradation of the environment, including incidents such as fly-tipping and graffiti. Residents are far more likely to experience behaviour such as young people hanging around and graffiti than serious violent crime. ASB is also particularly suited to a local

response as the problems differ considerably between geographical areas and local practitioners are likely to know more about the problems and the best solutions.

Serious youth violence: Despite an overall reduction in offending by young people, including violent offences, there are indications that serious youth violence has increased in 2011 in Harrow. Evidence for this comes from recorded police data as well as intelligence from front-line practitioners. There were 104 offences of serious youth violence in Harrow between April 2011 and February 2012, a 20% increase on the same period in 2010/11. Similarly, both Ignite and the Positive Action Team report increased levels of concern about serious youth violence in Harrow.

The full Strategic Assessment is available from the Council and is on the Council's website.

Consultation with Harrow residents and stakeholders

Consultation takes place on what community safety issues should be prioritised and what actions should be taken to address particular issues.

As part of the Community Safety Plan, it is helpful to consult residents on what they think the priorities should be. The agencies that make up Safer Harrow engage in a variety of methods of consultation to ensure that residents' views are reflected in what they prioritise and how they tackle crime and ASB problems.

The Residents' Panel

The Residents' Panel is a sample of approximately 1,200 Harrow residents aged 18 and over. The Panel is representative of the population of the Borough by ethnicity, age, religion, disability, geographical spread, employment status and housing tenure. The Panel was asked about three main issues in the spring based on the findings of the Strategic Assessment. These were:

- how safe people felt in their local area both after dark and during the day
- to what extent the Police and other public services seek people's views about anti-social behaviour and crime; and
- to what extent people saw particular types of anti-social behaviour as a problem

In answer to the first question, 51% of respondents felt very or fairly safe outside in the local area where they live after dark and 82 % felt very or fairly safe outside in the area where they live during the day. There were variations across the Borough with the wards feeling safest in answer to both questions being Pinner and Pinner South and the wards with the lowest scores included Roxeth, Roxbourne and Wealdstone.

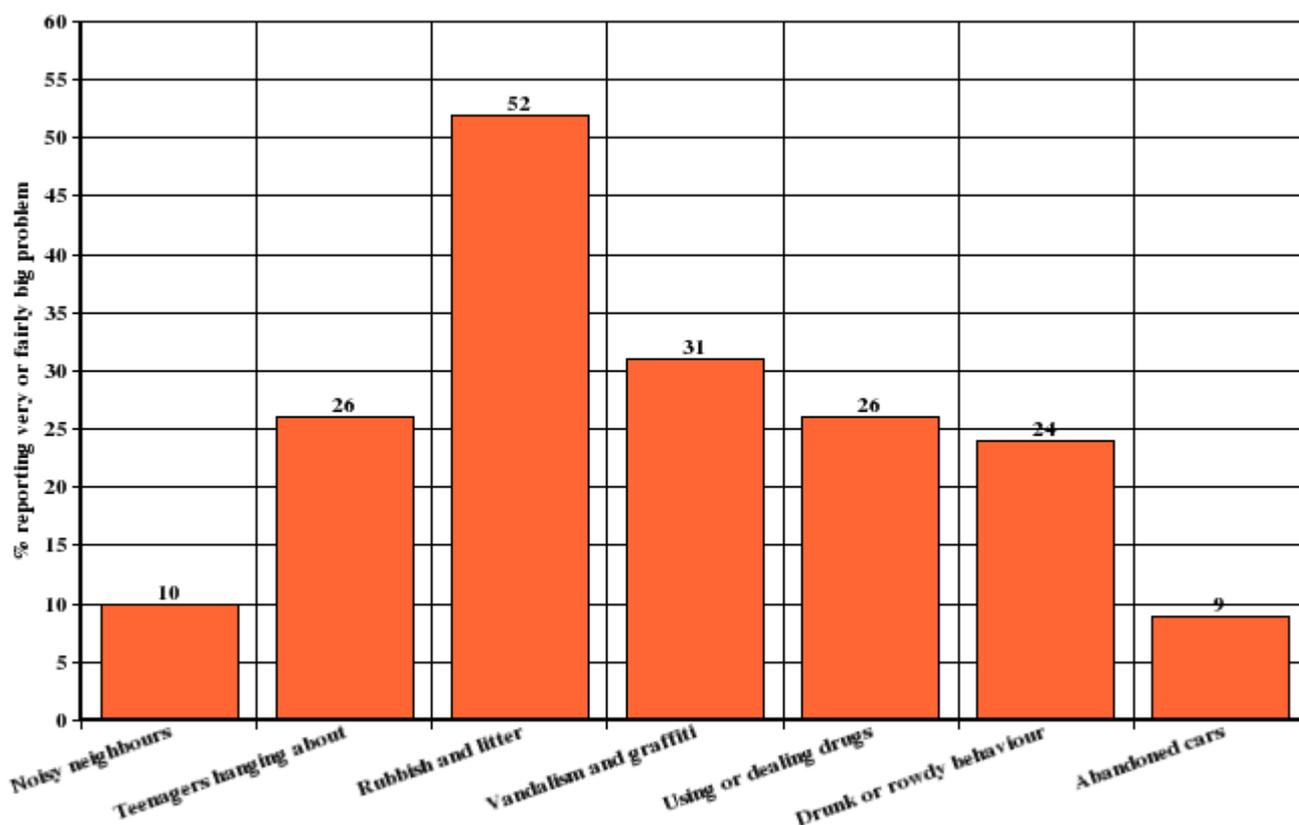
With regard to the second question, 58% agreed or strongly agreed that their views were sought. There were significant fewer people agreeing with the proposition in Harrow Weald

The Panel were also asked whether a range of anti-social behaviours were a big problem or not much of a problem at all. The headline results for those reporting that each type of anti-social behaviour was not much of a problem or not problem at all are shown in the following table.

There were variations in the response by ward with the most significant being:

Type of ASB	Big or very big problem outliers	Not much or no problem outliers
Noisy neighbours	Queensbury Wealdstone	
Teenagers hanging about	Harrow on the Hill Roxbourne Roxeth Wealdstone	Pinner Pinner South
Rubbish and litter	Greenhill Wealdstone Roxbourne	Pinner Pinner South
Vandalism or Graffiti	Harrow on the Hill Roxbourne	Kenton West
Using or dealing drugs	Roxeth Marlborough Wealdstone	
Drunk or Rowdy behaviour	Greenhill	
Abandoned cars	Wealdstone	

Anti-social Behaviour



Form of Anti Social Behaviour
Residents Panel March 2012

The results of the consultation are very similar overall with the response last year and do not indicate that there should be any changes to the priorities arising from the data collected for and analysed in the Strategy Assessment.

The Public Attitudes Survey

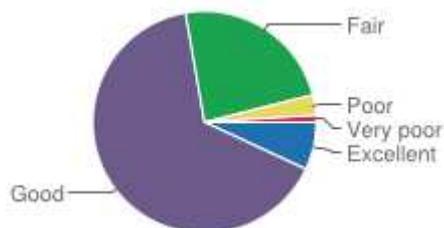
The Public Attitudes Survey, which a high quality survey commissioned by the Metropolitan Police, and produced data for each borough, suggests that the Police are concentrating on issue that matter to Harrow residents. Almost 80% of respondents thought that the Police understood issues that affect their community and 70% thought that the Police deal with things that matter to people in their community. Overall 85% of residents were satisfied

Confidence Results - Harrow

The MPS Public Attitude Survey asks residents of the following questions to measure confidence in local policing.

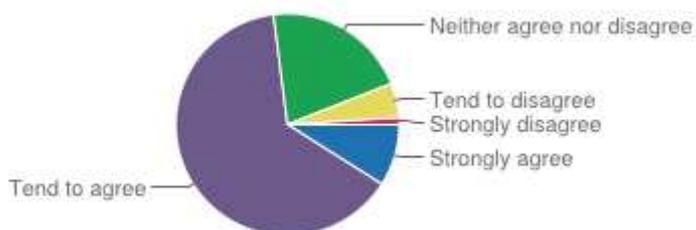
The results below represent Harrow resident's views.

Taking everything into account, how good a job do you think the police in this area are doing?



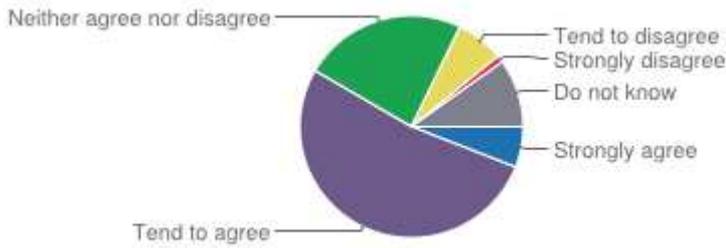
- § Excellent - 7 %
- § Good - 66 %
- § Fair - 24 %
- § Poor - 3 %
- § Very poor - 1 %

To what extent do you agree that the local police are dealing with the things that matter to people in this community?



- § Strongly agree - 9 %
- § Agree - 64 %
- § Neither agree nor disagree - 21 %
- § Disagree - 5 %
- § Strongly disagree - 1 %

To what extent do you agree that the police and local council are dealing with the anti-social behaviour and crime issues that matter in this area?



- § Strongly agree - 6 %
- § Tend to agree - 53 %
- § Neither agree nor disagree - 24 %
- § Tend to disagree - 7 %
- § Strongly disagree - 1 %
- § Don't know - 10 %

The PAS is representative of the population of London as a whole and is in line with census data in terms of ethnicity, age and gender. However, as with all surveys, some groups may be underrepresented. The PAS under samples White respondents aged 15-34 in some boroughs. However, the difference between the sample and the census data could, at least in part, be due to the changes that have taken place to the population of London since the census was taken.

Care must be taken when comparing the Metropolitan Police Service results with other force results, particularly as other forces are using different methodologies to capture their data.

Priorities and actions to address them

Residential Burglary

Residential burglary is theft, or attempted theft, from a residential building where access has not been authorised.

The Police and their partners intend to commit considerable resources to reducing residential burglary and other acquisitive crime over the next three years. The items outlined in this section are Partnership approaches rather than internal activities of Harrow Police, where much of the impetus for reducing residential burglary comes from.

The Partnership activities over the next three years that will impact on residential burglary and other acquisitive crime include:

- Continue the Smartwater initiative that offers free property marking to all households in the Borough that ask for it. The initiative is intended not only to deter burglary at each property at which the marking system is deployed but, through mass distribution, to make Harrow an unattractive place for burglars to operate in.
- Consider funding for locks and security for victims aged over 65.
- Build on communication activities around prevention as a very high percentage of burglaries in Harrow involve obtaining access through unlocked doors and windows – and particularly those adjacent to single story extensions.

- Continue the emphasis on crime prevention by working closely with Housing and the Registered Social Landlords to make properties more secure.
- Crime reduction communication campaigns in known hotspot areas
- Provide crime prevention advice to the owners of vulnerable properties in the hotspot locations
- Continue with high-visibility Police patrols in known hotspot areas to deter offenders, as well as to gather intelligence about individuals in the area likely to be committing these offences
- Actively target known offenders and hotspot areas through pro-active operations, to reduce the number of offences
- Continue to work with other boroughs including Hertfordshire and Brent to gather intelligence about possible offenders committing burglaries in Harrow
- Target handlers of stolen goods to restrict the sale of stolen property

Commentary

The Council and the Police have committed significant resources to the SmartWater initiative. To date, around 30,000 SmartWater kits have been installed free of charge in residential properties in the Borough. The kits have been offered to the owners of properties that have been burgled and properties near to those that have been burgled and in hot spot areas although any resident can request a kit.

The kits have not yet been in place long enough to allow a definitive judgement on the effectiveness of SmartWater deployment but further analysis will be undertaken throughout the year.

The Police recently held a multi-borough seminar to identify good practice across a number of areas including residential burglary and a number of ideas in use in other parts of London are being evaluated

Robbery and Snatch

Robbery is the crime of taking or attempting to take something of value by force or threat of force or by putting the victim in fear. Snatch is taking or attempting to take something of value by applying force to the object rather than the person from whom it is taken. Snatch figures will be included in the robbery totals from now on.

Robbery and Snatch are often opportunistic crimes and can occur in any location although in Harrow, the hot spots are areas with high numbers of pedestrians, especially the Town Centre.

The age profile of both offenders and victims are broadly similar - over half the suspects are aged between 15 and 19 and the next highest age ranges are 20-24 and 10-14. Similarly, the highest number of victims come from the 15-19 age group with the 20-24 and the 10-14 year old groups next. The age of victims however, extends up through all the recorded ranges. Suspects are overwhelmingly males whereas victims are only marginally more likely to be male.

As well as high visibility patrolling, the most effective action is to reinforce community safety messages relating to robbery and snatch such as:

- Be alert and aware of your surroundings - planning your journey ahead so you know where you are going helps you to appear confident.
- If you can, avoid walking alone at night. Steer clear of shortcuts that take you through secluded or poorly lit areas such as parks and alleyways.
- If you are carrying a bag make sure clasps or main zips face inwards. Keep keys in your pocket. Never carry large amounts of cash. If confronted by a robber or snatch thief you should surrender your property without a fight - your safety is more important than your property.
- If physically attacked, shout loudly to attract attention of others and run away.
- If you suspect someone is following you, check by crossing the street - cross several times until you feel safe again. If necessary go to the nearest place where there are other people, like a shop or pub and call the police - avoid using phone boxes. This is why planning your journey is important.
- You may want to consider investing in a personal attack alarm. Make sure it is easily to hand so you can use it immediately to draw attention to yourself and hopefully scare off the attacker.
- If you are heading somewhere unfamiliar let someone know where you are going, your planned route there and when you expect to return.
- If you are going home, have your keys ready so you can get yourself in quickly.

Commentary

The proceeds of robbery and snatch tend to be cash, phones and other small electronic devices which have a ready market which is not easy to track or trace. This precludes the intelligence-led approaches that can be successful in making burglary more difficult. The new Integrated Offender management scheme may prove to be effective in targeting known robbers and burglars although it will be unable to support those living outside Harrow which applies to a significant proportion of burglars arrested here. .

Anti Social Behaviour

Many residents in Harrow experience ASB at some point. This could be fly-tipping, graffiti, litter, noise, nuisance neighbours, vandalism or youths hanging around. For some residents, levels of ASB can have a significant adverse impact on their quality of life. The partnership has a wide range of tools at its disposal for tackling ASB and intends to continue to prioritise ASB.

Some of the key partnership actions over the next three years include:

- Continue the Harrow Weeks of Action. These are multi-agency week-long events which focus on a particular area to address crime, anti-social behaviour, environmental concerns, and issues such as untaxed cars
- The tools available to the Police and Council for dealing with ASB will change following legislation in winter 2012 with the new tools in place to use in Harrow by 2013. Some of the key changes are:
 - The abolition of ASBOs and other court orders and their replacement by two new tools: the Criminal Behaviour Order and the Crime Prevention Injunction

- The creation of a Community Protection Order for dealing with place specific ASB
- The creation of a single police power for dispersal around ASB
- A greater emphasis on rehabilitation and restorative justice for perpetrators of ASB

The Partnership will keep up to date with these changes and make effective use of the new tools.

- Ensure that there are effective responses to the Community Trigger (which gives victims and communities the right to require agencies to deal with persistent anti-social behaviour). This is likely to be introduced in 2012
- The effectiveness with which Harrow Council deals with reports by members of the public on problems such as fly-tipping, litter and graffiti will be improved with the introduction of the Streets and Ground Maintenance Project. This new system will enable problems to be recorded more rapidly and accurately and improving how they are dealt with.
- Re-focussing the role of Neighbourhood Champions and providing greater support. It is hoped that a borough-wide conference will take place in 2011.
- Continue operations around Wealdstone where youth workers have been embedded into Safer Neighbourhood team patrols to provide a range of responses to the issues presented by young people.
- Maintain CCTV coverage in and around Harrow Town Centre. This will help to reduce ASB, a high proportion of which takes place in the Town Centre

Commentary

The ever closer working between the Council's two anti-social behaviour teams (Environment and Housing) and the Police provides a joined up and graduated menu of responses as well as the opportunity for early intervention to try to prevent problems from escalating. The remodelling of the Safer Neighbourhood Teams to provide flexibility of deployment to the areas of most need on a daily basis and the new 'Grip and Pace' management arrangements introduced by the Police (and which are influencing the speed of the Council's response to intelligence and events) all contribute to a more proactive and speedy response to anti-social behaviour.

This places the Council and the Police (as well as voluntary and community groups involved in this work) in a good position to take advantage of the new powers as and when they become available and to be able to respond to the Community Trigger provisions if they are brought into law.

Serious Youth Violence

Serious youth violence which includes GBH, knife and gun crime where the victim is younger than 20 years increased by 12% in the financial year to date to February 2012 compared to the previous period up February 2011. It should be noted that the level of serious youth violence in Harrow is still one of the lowest of London boroughs.

However, earlier this year, a number of stabbings took place between young Somali males. Chief Superintendent Babu held a number of meetings with Somali mothers, statutory and third sector partners to discuss how the mothers could help by using their influence on their children to guide them away from crime and involvement in gangs.

As a result of the meeting the 'Mothers against Gangs' was formed. Harrow police are funding the group through the Prisoner Property Act fund, and funds will be given to Harrow Association of Voluntary Organisations (HASVO) to directly fund the group.

Although MAG was set up after meetings with Somali mothers, the group will include mothers from all faiths and backgrounds.

MAG will be a self help group that will:

- Raise the profile of MAG within Harrow and elsewhere
- Assist mothers whose children are involved in or at risk of becoming involved in gangs or crime
- Assist with promoting diversionary activities for young people at risk in Harrow
- Help police and statutory partners with disseminating information within their communities

MAG will be launched at a seminar to provide mothers with information on approaches currently being trialled in Harrow and elsewhere to reduce serious youth violence and combat the influence of gangs. A number of guest speakers will provide mothers with an insight into what signs to look for to tell if your child is involved in gangs and also information of the threat to girls of joining gangs.

This work follows on from Resilience Training provided last year by the Young Foundation to help young people recognise value in social roles other than gang membership and the joint work of Safer Neighbourhood Teams and the Council's Youth Service in addressing young people's needs and behaviour on the street.

Commentary

Every year, there is a new cohort of young people who may be susceptible to the attraction of gang membership and may also be attracted to crime and violence. The work that has been done in the past needs to be renewed constantly to help and support the next cohort and to be developed as new thinking and approaches are developed here and elsewhere. Successes in this work are often about things that didn't happen – reductions in the number of young people injured through violence and less reported gang activity – but it is the intention in this year to identify positive things that have been achieved by young people who have previously been in or associated with gangs as role models and, hopefully, active proponents of the benefits of change.

Other aspects of Community Safety

The priorities identified from the Strategic Assessment relate directly to the most recent patterns of crime and anti-social behaviour in Harrow. However, there is much more to Community Safety than responding to criminality. The local authority, the Health Service, the Probation Service and a wide range of voluntary and community groups contribute to improving community safety directly and indirectly.

In an attempt to recognise these contributions and to begin to develop a picture of this wider sense of community safety, the plan now looks at the specific provision made by Adults and Children's Safeguarding, Domestic Violence support and work to address Drug and Alcohol abuse. In future Plans, we intent to widen the range of services and groups included to present a more complete account of the community safety services in Harrow.

Children's Services

There have been massive changes in national policy and funding in the last two years. Harrow Children's Services, however, has carried out a major piece of transformation work to ensure that it is best-placed to meet these challenges head on.

The service embarked on whole system redesign. Design children's services now for a locality starting from a blank piece of paper would produce a design significantly different to our existing structure. Systems and processes had grown up over years to incorporate new initiatives, targets, budgets and requirements from central government as well as reacting to local needs and priorities.

A new and innovative future operating model has been developed that puts vulnerable children, young people and families firmly at the heart of a more efficient and effective system. Staff work in multi-disciplinary Teams Around the Family. Families have rapid access to services tailored to their needs with the most vulnerable fast tracked to the help they need.

The new operating model has a single front door, staffed by an expert multi-agency team, for all early intervention and targeted children's services provided or commissioned by the council. Harrow is a Metropolitan Police pilot for a Multi-Agency Safeguarding Hub, sharing information quickly and acting together to keep children safe. Harrow is also piloting the London Safeguarding Children Board's quality assurance framework, exploring the Reclaiming Social Work approach and training all practitioners in evidence-based programmes.

Other local areas have developed triage systems and multi-agency teams, but such a comprehensive whole system approach has yet to be delivered anywhere. These new ways of working allow professionals more time to be professionals: more face-to-face time with families and less time filling in paperwork. It cuts out unnecessary process and time wasted on complex referral systems and maximises time for direct work with children and families.

Key aspects of the Harrow model include:

- Strong partnerships with police, health and the third sector building on Total Place principles, delivering services together including a multi-agency information sharing hub
- A seamless multi-agency service with one point of contact that meets the needs of vulnerable children, young people and their families
- An early intervention approach to ensure that needs are met at the earliest opportunity and avoiding later expense once problems are entrenched
- A Team Around the Family/Child model to meet need in a co-ordinated way
- Reduced bureaucracy and improved integrated systems to maximise time that key professionals are able to work with families and share information effectively
- A new relationship between the Council and schools, acknowledging their increasing autonomy (particularly the new academies) but recognising and building on their understanding of children and family circumstances
- Maximising the efficient use of resources through robust strategic planning, commissioning and procurement of services to meet local need
- Improving outcomes through rigorous quality assurance closely linked to performance management and workforce development

This integrated operating model required a new organisational structure to bring together teams differently. The re-organisation of the Children's Services enabled integrated working both within the local authority and with partner agencies.

Adults Services

Safeguarding Adult Services

Harrow Council and its partners totally condemn any form of abuse of vulnerable adults.

Whilst it is recognised that the vast majority of carers (paid or unpaid) provide excellent care to those they look after, it must also be acknowledged that abuse can be perpetrated by anyone. This can include paid workers or professionals (those in a position of trust), partners, family carers, relatives, friends or strangers.

In recognition of these facts, Harrow's Local Safeguarding Adults Board (LSAB) has agreed a vision and a set of core principles and values for the Borough:

Vision

"Harrow is a place where adults at risk from harm are safe and empowered to make their own decisions and where safeguarding is everyone's business"

Principles and Values

The Harrow LSAB partners will safeguard the welfare of adults at risk by working together (in six key areas – empowerment; protection; prevention; proportionality; partnership and accountability) to ensure that:

- there is a culture that does not tolerate abuse; (protection)
- dignity and respect are promoted so that abuse is prevented wherever possible; (prevention)
- there is active engagement with all sections of the local community so that they are well informed about safeguarding issues; (partnership)
- adults at risk are supported to safeguard themselves from harm and can report any concerns that they have; (empowerment)
- quality commissioned, regulated and accredited services are provided by staff with the appropriate level of training; (accountability)
- there is a robust outcome focused process and performance framework so that everyone undergoing safeguarding procedures receive a consistent high quality service which is underpinned by multi-agency cooperation and continuous learning; (accountability)
- victims are supported to stop the abuse continuing, access the services they need (including advocacy and victims support); (proportionality)
- there is improved access to justice; (empowerment) and
- accountability for what is done and for learning from local experience and national policy. (accountability)

The LSAB has a 3-year Business Plan which incorporates a Prevention Strategy, a Training Strategy and a Dignity Strategy and produces an Annual Report that covers the progress made on the action plan.

The LSAB recognises the key role that other main stream agencies perform as part of its wider prevention approach. For example there are joint projects with Community Safety in relation to hate crime, Trading Standards for distraction burglary, the Police in working with Banks to prevent financial abuse and Domestic Violence organisations where the victims are older people, have a learning or physical disability or a mental health problem.

Domestic violence and violence against women and girls

Following a fall of 2% in the number of domestic violence offences in 2010/11, this trend has continued with a further reduction of almost 105 in reported incidents in 2011/12. Despite this decrease, domestic violence still accounts for a higher percentage of crime in Harrow than in many other Boroughs due to the relatively low rate of other forms of offending.

Domestic Violence work includes actions under the headings of prevention; provision; partnership and perpetrators. For the purpose of this Plan, the focus is on prevention and provision which is undertaken by the Police and a range of voluntary and community organisations commissioned or supported by the Council.

Prevention

- Continue the work raising awareness of domestic and sexual violence and attitudes to violence against women and girls. A broad range of activities is covered including work in schools and community events;
- Public awareness campaigns including raising awareness addressing forced marriage and female genital mutilation;
- § Specialist training for 350+ professionals in Harrow including faith, community, voluntary and statutory services.

Provision

- Mainstream funding for at least the minimum staffing levels considered necessary for Harrow of three Independent Domestic Violence Advisors (IDVAs), and a post to support the Multi-Agency Risk Assessment conference (MARAC). The IDVAs work with victims of violence to support them make choices about their future safety
- Grant funding for a part time Independent Sexual Violence Adviser;
- Continue and extend actions to maintain public awareness of DSV. A broad range of activities are included for this purpose
- Maintain the Sanctuary Scheme, refuge beds and the participation in the West London Rape Crisis Centre at least until March 2012 when the funding situation will be reviewed

Drug and alcohol misuse

The national framework around reducing drug misuse has changed significantly in the last. The Government now requires local services to

- put more responsibility on individuals to seek help and overcome dependency

- place emphasis on providing a more holistic approaches, by addressing other issues in addition to treatment to support people dependent on drugs or alcohol, such as offending, employment and housing
 - aim to reduce demand and supply
 - increase the role of local agencies in reducing drug misuse
 - aim at recovery and abstinence.
- There is a range of drug treatment and support services available in Harrow, as detailed in the annual Adult Drug Treatment Plan.

In relation to alcohol, although this is an increasingly serious issue in Harrow as in the rest of the country, there is little specific funding made available to support education or treatment. Significant work is being undertaken to collect data to demonstrate the link between alcohol and crime and alcohol and injuries requiring treatment at an Accident and Emergency Unit.

In addition, enforcement of the existing law regarding under-age sales, the control of street drinking and the proper regulation of pubs and clubs continue to help control the damage that excess consumption can cause and the recent Government alcohol strategy which considers the case for minimum pricing may contribute to this.

Reducing re-offending

The vast majority of crime in Harrow, as elsewhere, is committed by repeat offenders. The two main agencies for reducing re-offending are London Probation: Harrow, which is the lead agency responsible for reducing re-offending and the Youth Offending Team. Both agencies try to change the behaviour of offenders and help them lead positive lives in the community.

In terms of treating offenders, Probation provides services to offenders released from prison who served a sentence of one year or more and offenders who have been sentenced in the courts to a Community Order or a Suspended Sentence Order. The Youth Offending Team attempts to prevent young offenders from re-offending.

Since the last plan, an Integrated Offender Management (IOM) scheme has been established. The scheme enjoys the support of the Probation Service; the Police; the Council; the Health Service; JobCentrePlus; the Prison Service and voluntary sector organisations.

IOM identifies individuals being released from prison who have the highest risk of re-offending based on their score against a number of factors that power the Probation OGRS system. OGRS stands for Offender Group Reconviction Scale and is a uniform national predictor of re-offending which uses static data such as age, gender and criminal history. It is used by the Probation Service, along with other systems such as OASys (Offender Assessment System) to help determine the best approach to supervision and offender management.

In the context of IOM, offenders with an OGRE score above a certain threshold are invited to take part in the scheme. The Harrow scheme can cater for a cohort of 32 offenders at any one time and these will be a mix of statutory offenders (those who received a sentence of 12 months or more) and non-statutory offenders. These are the offenders at the highest risk of reoffending although not necessarily those who might commit more serious crimes.

The benefits of taking part are that the scheme provides easier access to and guides participants through the processes of obtaining out of work benefits, employment, housing, places on substance misuse programmes or perpetrator programmes for addressing domestic violence where appropriate. In return, participants agree to a strict regime of probation

supervision and police preventative interventions. For example, police and probation officers may call on IOM participants periodically and unannounced to remind them that they are of interest to these services. A breach of agreed behaviour leads to the withdrawal of the benefits of participation (although not the loss of out of work benefits or accommodation).

IOM is presented to participants as a last chance of turning their lives around and avoiding the revolving door of repeated prison sentences.

The concept of IOM has been piloted in several London Boroughs over the last two/three years with promising results. Harrow is part of a six borough Probation-led pilot employing different voluntary sector support agencies. For Harrow and Hillingdon, an organisation called P3 has been employed by the London Probation Trust. Their current offer in Harrow includes helping prisoners complete benefit application forms before their release date and meeting them at the prison gates. P3, in conjunction with the Probation Service's existing accommodation officer, tries to identify accommodation and arranges deposits, moving in and support with basis furniture where necessary. P3, again in conjunction with existing Probation provision, also seeks employment or pre-employment training courses for IOM participants.

P3's offer in Kensington and Chelsea, where the scheme is more established, includes a Hub which provides a place to go during the day if participants do not yet have a job or a course and where there is additional support in writing CVs and applications, identifying potential courses and developing interests and hobbies and socialising that together provide reasons for wanting to stay out of trouble.

P3 have use a desk adjacent to the MASH as well as use of accommodation at the Probation Service. The Police locally have offered accommodation at South Harrow Police Station for all those associated with IOM and this is currently being evaluated.

The Future of Safer Harrow

Safer Harrow is trying to join up the wide range of organisations and services that contribute to the provision of community safety in Harrow. It has added a representative of the Magistrates' Court to its membership in the last year and will continue to seek additional partners who can add to the mix of services, experience and knowledge that can help to make sense of the complex picture of needs and service offers that currently exist, identify gaps and duplications and help to achieve the highest standards at the most affordable costs.

One of the relationships that will need to be explored in the coming year is that with the new Health and Wellbeing Board. This Board, which is currently in shadow form, will be fully established with effect from April 2013 and will be primarily concerned with identifying the health and other services that need to be commissioned for Harrow. The wellbeing part of the Board's responsibilities, however, includes aspects of community safety and it will be important to ensure that efforts to increase wellbeing complement work to secure community safety.

How the Plan will be implemented and monitored

The Community Safety Plan has been compiled by combining the action plans of the partner agencies. It will be submitted for adoption by Safer Harrow, the Council Cabinet and the full Council as it forms part of the Council's policy framework.

The Plan will, however, be owned by Safer Harrow which is responsible for delivering reductions in crime and anti-social behaviour. Safer Harrow will monitor changes in both the crime rate and the sanction detections and, at the same time, progress on the projects set out in this plan. This will give oversight of the extent to which the activity that partners have undertaken to deliver has been achieved and also the impact that completed actions and projects make on the incidence of crime and anti-social behaviour.

As well as quarterly monitoring at safer Harrow meetings, there will be an annual review of the Plan and whether the outline actions included for later years are still appropriate and should be worked up in greater detail. This will lead to updating the action plan for 2012/13 and 2013/14. Unless the updating results in seeking new strategic objectives, it is not necessary for further formal approval to be obtained from Cabinet or the Council.

This plan should be sufficiently robust to absorb the changes envisaged by Government in the administration of criminal justice as these have been foreshadowed in drafting this document. The risks facing the plan are to be found more in the impact of continuing reductions in resources rather than legislative or organisational changes and is a possibility of requiring an interim plan next year or the year after if there are no longer resources to enable Safer Harrow to fulfil its obligations.

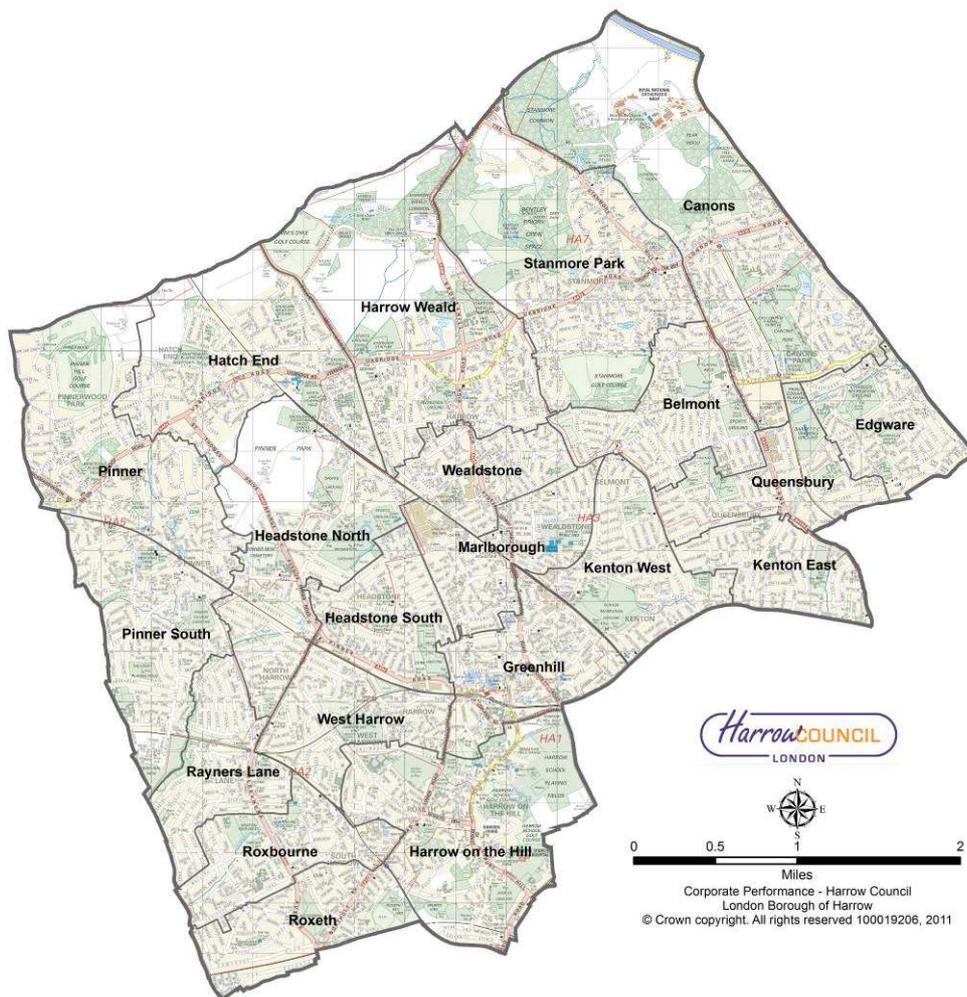
As well as the strategic overview brought to crime and anti-social behaviour by Safer Harrow, the various sub-groups and specialist groups will be responsible for monitoring their own action plans and the results that those strategies achieve and reporting these to Safer Harrow. Safer Harrow will therefore be well placed to identify the efforts made and the effect achieved of community safety activity.

Harrow

Strategic Assessment

2011 - 2012

A summary analysis of crime and disorder in Harrow



Harrow Strategic Assessment 2012

Title:	Safer Harrow Strategic Assessment
Purpose:	Planning for financial year 2012/13
Relevant to:	Safer Harrow Management Group
Authors:	Harrow Council Chief Executive - Performance MET Police - South Harrow
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- √ Senior Leadership Team, Harrow Police
- √ Joint Agency Tasking and Co-ordination Group (JATCG)

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Purpose of the Strategic Assessment

This Strategic Assessment is produced by Safer Harrow, the Community Safety Partnership in the London Borough of Harrow. The Partnership comprises Harrow Police, Harrow Council, Harrow Primary Care Trust (PCT), Harrow Probation and other partners who work together to make Harrow safer.

This is the sixth edition of Safer Harrow's Strategic Assessment. It summarises the crime and disorder which took place in Harrow between October 2010 and September 2011. The purpose of the Strategic Assessment is to increase understanding of crime and disorder issues in the borough and to inform decision making around how they should be addressed. As a high level summary, the Strategic Assessment does not discuss any crime or disorder type in detail, but serves to highlight the salient issues and trends. It also sets out a series of recommendations for action. More detailed analysis is regularly undertaken by the Partnership and is used to inform action and to evaluate interventions.

In June 2011, the Home Office removed many of the regulations on many aspects of Community Safety Partnerships (these are the statutory multi-agency bodies set up to tackle crime and anti-social behaviour). It is no longer a statutory requirement to produce a Strategic Assessment. However, it was felt that a summary of crime and anti-social behaviour in Harrow would help the Partnership identify Harrow's identify key problems and set priorities.

Executive Summary

Purpose of Safer Harrow, the Strategic Assessment and the Community Safety Plan

Safer Harrow refers to the Community Safety Partnership that was set up following the 1998 Crime and Disorder Act with the aim of promoting a multi-agency approach to reducing crime and anti-social behaviour. Safer Harrow comprises the Police, Harrow Council, the Primary Care Trust, London Probation, London Fire Brigade, Trading Standards and the voluntary sector.

The Strategic Assessment is an annual summary of Harrow's crime and anti-social behaviour (ASB) problems. It is no longer a statutory requirement to produce a summary of crime and ASB in a borough, but it is considered good practise to do this and Harrow Borough has decided to continue to produce a crime and ASB summary. In future, the Local Information System will include up to date crime information.

Level of total crime in Harrow, neighbouring boroughs and London

A total of 13,999 crimes (often referred to as total notifiable offences (TNO) were recorded in Harrow in 2011). This is the fifth lowest total of London's 32 Metropolitan Police boroughs. Once the population size of the boroughs is taken into account, Harrow's crime rate of 61 crimes per 1000 populations puts it second only to Bexley which recorded 55 crimes per 1000 population. The borough with the highest level of crime in London, was Westminster, but as Westminster has unique characteristics as a leisure, transport and business hub, its rate of over 300 crimes per 1,000 populations makes it something of an outlier. Camden recorded the second highest crime rate with 171 crimes per 1,000 populations.

The crime rates in Harrow's neighbouring boroughs were 108 per 1,000 populations in Brent, 100 per 1,000 populations in Ealing, 89 per 1,000 population in Ealing and 78 per 1,000 populations in Barnet.

Change in level of crime in Harrow, neighbouring boroughs and London

The total number of crimes in Harrow fell by 9% in 2011 compared to 2010, this compares to a 1% reduction in London as a whole. This is the third largest reduction of London's 32 Metropolitan Police boroughs. Only Bexley (14%) and Newham (9%) recorded larger reductions.

Three out of four of Harrow's neighbouring boroughs recorded an increase in the level of crime in 2011. Hillingdon and Barnet both recorded moderate increases, Brent recorded a 6% increase and Ealing recorded a 6% reduction.

What crimes and ASB have gone up?

While, there was a 9% reduction in overall crime in 2011, several categories of crime showed increases during 2011:

Personal robbery increased from 423 to 587 (39%). The most up to date figures indicate that personal robbery has shown an additional increase in 2012

Residential burglary increased from 1744 to 1988 (14%). The most recent figures in March 2012 indicate the residential burglary is starting to decrease

Theft of cycles increased by 24%

The number of gum crime offences increases by 5%

Knife crime increased by 16% (196 offences between April 2011 to February 2012)

Serious youth violence¹ increased by 12% in the financial year to date to February 2012 compared to the previous period up February 2011. It should be noted that the level of serious youth violence in Harrow is still one of the lowest of London boroughs.

¹ Serious youth violence, which includes GBH, knife and gun crime where the victim is younger than 20 years

What crimes have gone down?

While attention and resources are more likely to be directed to crime types that have gone up, it is interesting and useful to see which crime types fell in 2011

Violence against the person fell by 16%; this includes all major assault categories (common assault to wounding) and harassment. There were also no murders. (Only three other London boroughs recorded no murders in 2011. Brent, Ealing and Barnet recorded four to five murders each)
 Rape fell from 63 to 57 offences (10%) and domestic violence by 8% to 1,161 offences
 Theft of a vehicle fell by 10% and theft from a vehicle by 17%
 Theft from shops fell by 24%
 Overall criminal damage fell by 12% - including all major type of criminal damage
 Racist and religious hate crime fell by 28%

Where crime and ASB takes place

Every part of the borough is impacted on by crime in some way, but there are several areas where there are higher concentrations of crime. These areas are often referred to as 'hotspots'. Four of these key hotspots are briefly discussed below.

1. Harrow Town Centre / Greenhill Ward

With 1707 recorded offences in 2011, Greenhill Ward continues to have the highest crime of any of Harrow's 21 wards. As well as an area of heavy footfall which in itself is likely to be associated with a higher volume of crime, there are three notable crime generators:

- a cluster of bars and pubs generating violent crime in the late evenings and weekends
- a heavy concentration of retail outlets associated with theft related offences in mornings and afternoon
- major transport hub associated with ASB and other offences

The level of crime in Greenhill ward has decreased drastically in recent years. Overall the number of offences in Greenhill ward fell by 358 (18%) offences in 2011. This is well over one quarter of the total reduction in crime in Harrow in 2011. Since 2008 crime in Greenhill ward has fallen by 28%.

In terms of changes in the number of specific crime types in 2011

- Violence against the person, including all assaults, fell by 102 offences (23%)
- the number of personal robbery offences increased from 57 to 68 offences
- Residential burglary decreased by one offence to 144
- Theft from shops fell from 326 to 216 offences (34%)
- Criminal damage fell from 137 to 111 offences (19%)

Much of the reduction in offending levels in Greenhill ward and the Town Centre is likely to be due to various partnership interventions, in particular the Town Centre Team and the Safer Transport Team.

2. Wealdstone Corridor

This area covers the areas around George Gange Way in the west of Marlborough Ward and continues north into the High Street in Wealdstone Ward. High levels of crime are recorded in both these wards. This area has been associated with youth violence including a group of young people who have formed a gang identity. Crime in Wealdstone Ward fell by 10% and in Marlborough Ward by 14% in 2011. However, crime in Marlborough ward increased in 2009 and 2010, leaving the number of crimes in 2011 (904 offences) higher than the 808 offences recorded in 2008. There was a substantial drop in theft from vehicle offences in Marlborough in 2011, from 192 offences in 2010 to 64 offences in 2011. Conversely, personal robbery increased in Marlborough from 25 offences in 2010 to 56 offences in 2011. There was a similar pattern in Wealdstone Ward with a substantial decrease in theft from vehicle offences and an increase in personal robbery. Relatively high levels of serious violence are also recorded in these wards. There were 33 wounding offences in 2011.

3. Edgware

Edgware experienced the sixth highest level of crime of Harrow's 21 wards in 2011. This ward also experiences the highest levels of environmental crime in the borough such as fly-tipping and litter, for example. These low level problems can contribute to a lack of commitment to an area and a careless attitude to keeping the area tidy and can contribute to low level offending.

4. South Harrow

South Harrow straddles three wards: Harrow on the Hill, Roxeth and Roxbourne. Some of the crime and disorder problems around South Harrow are associated with young people hanging around after school and later on in the evening. South Harrow is also a major transport hub, with a busy underground station and 10 bus routes that pass through. Two of the nearby schools have also been linked to some of the low level ASB in South Harrow.

Who commits crime and ASB in Harrow?

Crime is committed by a variety of types of people in Harrow, but some groups are more likely to offend than others. For most crime types, offenders are disproportionately young and disproportionately male. White residents are the ethnic group most likely to offend, but once that group's size in relation to the borough population is taken into account, their offending levels are approximately proportionate. In relation to their number in the population, Asians have low rates of offending and Black residents high rates of offending. However, the profile of offender varies considerably between crime types, with, for example, robbers tending to be much younger than burglars. Details of the different sorts of offenders are contained in the main report.

Victims of crime in Harrow

Victims are more demographically varied than offenders in terms of age, ethnicity and gender. Younger people are more likely to be victims than older people, but the relationship between age and risk of victimisation is relatively weak. Males and females have similar levels of victimisation, but these vary between offence types, with, for example, males more likely to be victims of violence in general, but females more likely to be victims of domestic violence.

Suggested priorities for Safer Harrow in 2012/13

With limited resources to tackle crime and disorder problems, Safer Harrow inevitably has to prioritise certain offence types over others. From the analysis of crime and disorder problems in this report, the following crime and ASB types are suggested as priorities from the previous Strategic Assessment 2010/11.

Residential burglary: This is a high volume crime that impacts significantly on households and communities. There were 1988 offences in 2011 compared to 1744 offences in 2010, and increase of 12%.

Robbery & violent crime: There was a 16% decline in violence against the person offences (comprising low-level serious assault, offensive weapons and harassment). Despite this reduction, these offences are still ranked as a high priority for Harrow residents, although residents tend to think that they are not a problem in their own area. There were 587 personal robberies in 2011, a 39% increase on the 2010 figure of 423.

Anti-social behaviour (ASB): Anti-social behaviour in this context means low level nuisance behaviour and degradation of the environment, including incidents as fly-tipping and graffiti. Residents are far more likely to experience behaviour such as young people hanging around and graffiti than serious violent crime. ASB is also particularly suited to a local response as the problems differ considerably between geographical areas and local practitioners are likely to know more about the problems and the best solutions.

Serious youth violence: Despite an overall reduction in offending by young people include violent offences, there are indicating that serious youth violence has increased in 2011 in Harrow. Evidence for this comes from recorded police data as well as intelligence from front-line practitioners. There were 104 offences of serious youth violence in Harrow between April 2011 and February 2012, a 20% increase on the same period in 2010/11. Similarly, both Ignite and the Positive Action Team report increased levels of concern about serious youth violence in Harrow.

RISK / HARM

Residential Burglary

Robbery & Violent Crime

ASB / Confidence / Satisfaction

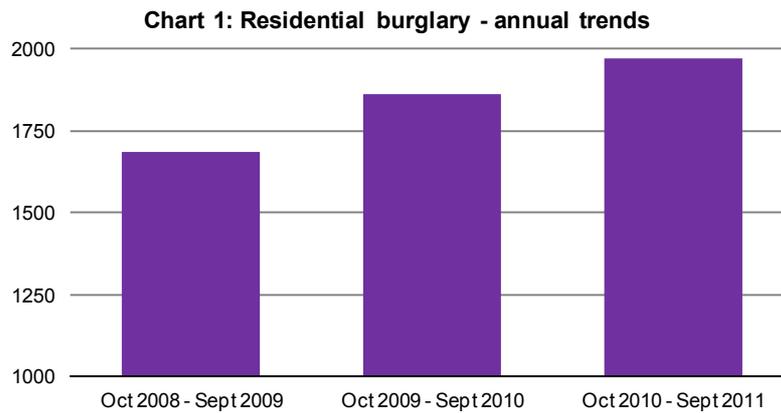
Crime categories

Residential burglary

Residential burglary is the theft or attempted theft from a building/premises (that is fit for habitation) where access is not authorised. Damage to buildings or premises that appears to have been caused by a person attempting to enter to commit a burglary is also counted as burglary. Residential burglary is a high profile crime as it often has a major impact on the victims and occurs with relatively high frequency compared to other crimes which have a high impact of victims – e.g. serious assault or robbery.

Residential burglary - performance and trends

The chart below shows the last three years of residential burglary during the Strategic Assessment periods. The chart shows that in the previous two years residential burglary increased. There was an increase from Oct 2008 - Sept 2009 time period of 10.5% and then a further 6% increase again the next time period. Over the whole period, residential burglary increased by 17%.



Residential Burglary - Locations

The following maps (figures 1 through 3) show areas with relatively high concentrations of residential burglary. During the 2008/09 period, residential burglary was wide-spread in the south, town centre and east side of the borough. In the last two years, the eastern wards experienced relatively high levels of residential burglary.

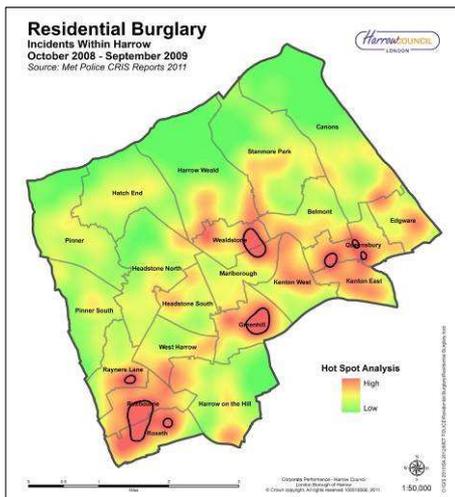


Figure 1

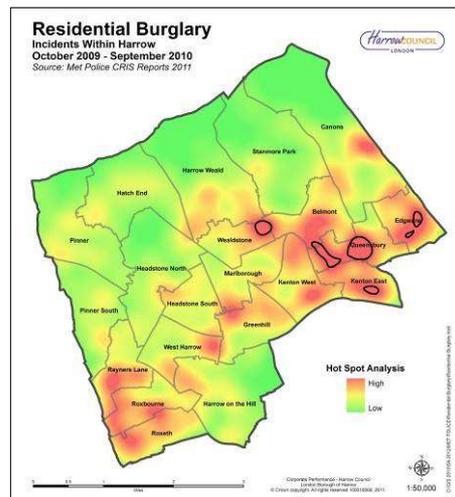


Figure 2

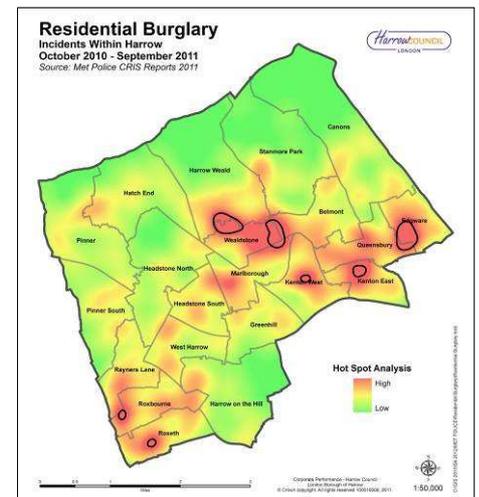
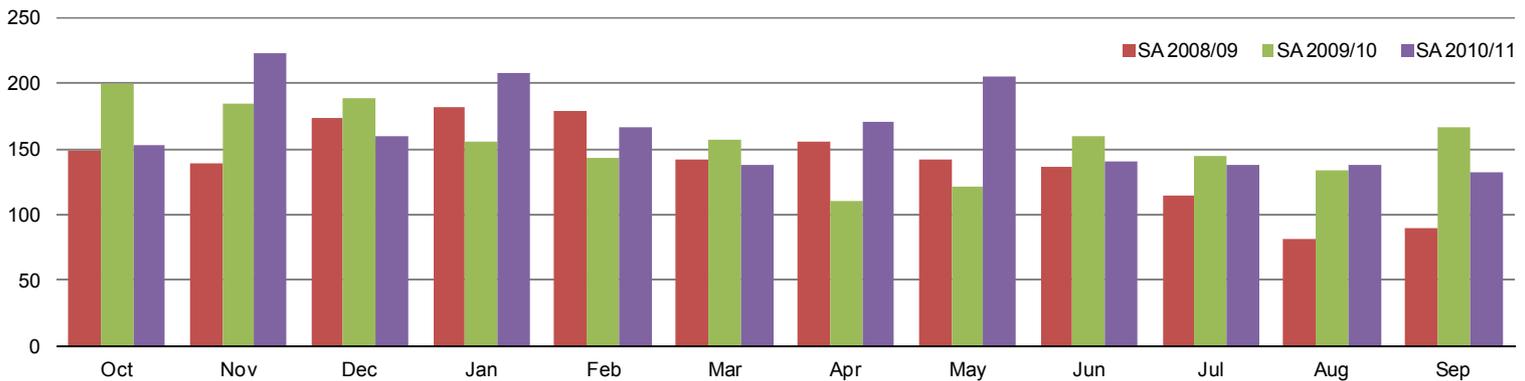


Figure 3

The chart below shows a monthly breakdown of residential burglary. There is clear seasonal pattern, with relatively higher levels of residential burglary in the winter months and relatively low levels of residential burglary in the summer months. This typical seasonal pattern has been less strong in Harrow in the last two years than in previous years.

Chart 2: Residential burglary – monthly breakdown



The table below shows a ward breakdown of residential burglary by ward. The column on the far right shows the percentage change in residential burglary over the three year period. The second column from the right shows the percentage change between 2009-10 and 2010-11. The largest increases were recorded in Marlborough, Wealdstone and Hatch End. The figures in green show substantial decreases.

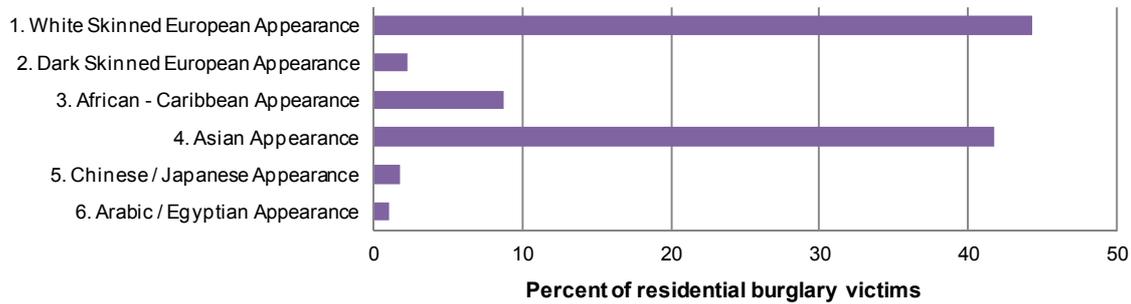
Table 1: Ward rates of residential burglary (per 1000 residents) and percent change

Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	7.5	12.9	11.8	-8.5	57.3
Canons	8.3	11.2	7.9	-29.5	-4.8
Edgware	7.1	11.1	11.1	0.0	56.3
Greenhill	10.0	8.1	6.1	-24.7	-39.0
Harrow on the Hill	9.1	8.4	6.6	-21.4	-27.5
Harrow Weald	6.6	9.5	10.7	12.6	62.1
Hatch End	7.2	6.9	10.0	44.9	38.9
Headstone North	6.5	5.0	6.5	30.0	0.0
Headstone South	5.6	6.8	7.8	14.7	39.3
Kenton East	8.6	9.7	9.7	0.0	12.8
Kenton West	7.6	9.8	9.9	1.0	30.3
Marlborough	6.1	7.2	10.4	44.4	70.5
Pinner	6.1	7.1	9.0	26.8	47.5
Pinner South	5.1	5.2	7.2	38.5	41.2
Queensbury	10.0	11.6	10.7	-7.8	7.0
Rayners Lane	6.2	8.7	9.0	3.4	45.2
Roxbourne	8.0	7.5	8.3	10.7	3.8
Roxeth	10.0	9.3	9.8	5.4	-2.0
Stanmore Park	9.3	5.4	5.8	7.4	-37.6
Wealdstone	8.2	7.4	11.0	48.6	34.1
West Harrow	6.0	7.1	7.1	0.0	18.3
Averages	7.6	8.4	8.9	6.0 %	17.1 %

Victims of residential burglary

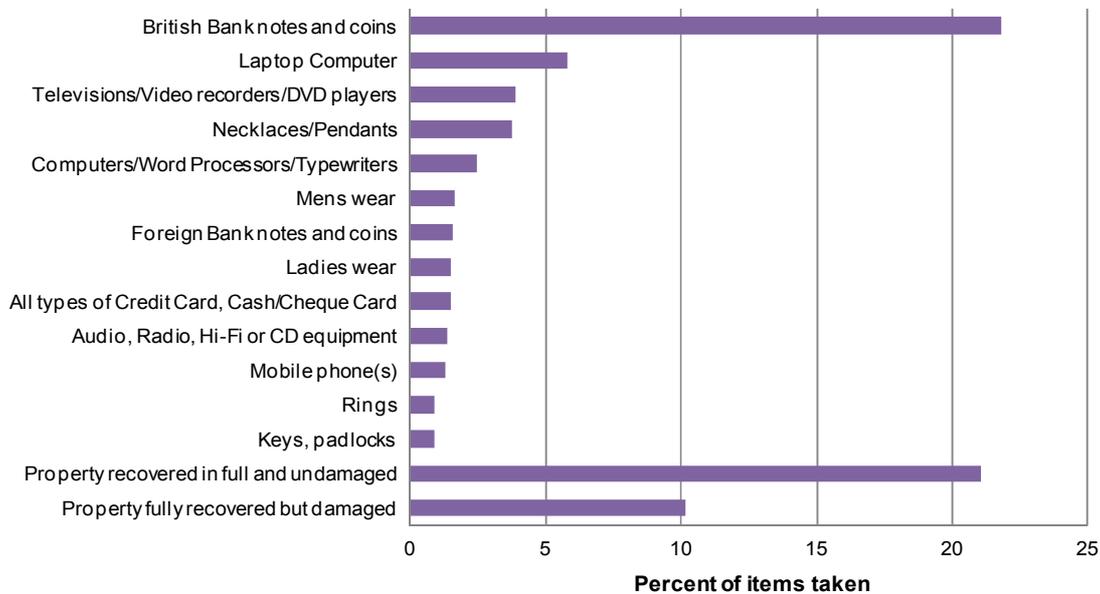
The following chart shows the percentage of victims by ethnicity in Harrow. 44% of victims were White Skinned European while 42% of burglaries were against Asian victims.

Chart 3: Percentage of residential burglary victims by ethnicity



The chart below shows a breakdown of the items taken in a residential burglary. Money was the most frequently item stolen followed by laptop computers and other electronic devices. It is worth noting that around 32% of items that were taken were recovered and over two thirds of these items were recovered undamaged.

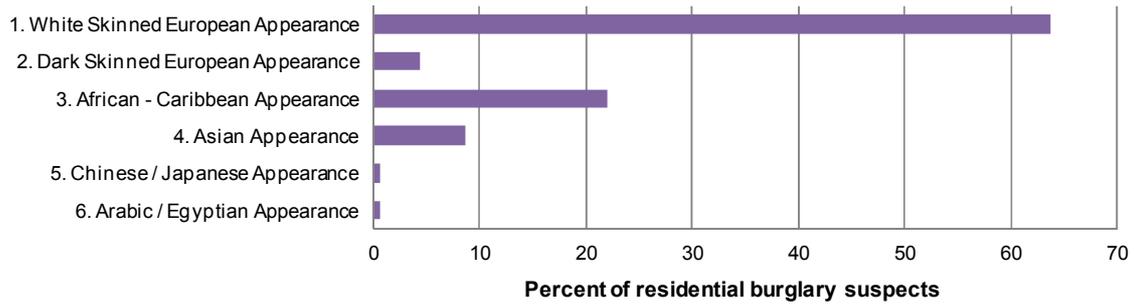
Chart 4: Percent of items taken during residential burglaries



Suspects of residential burglary

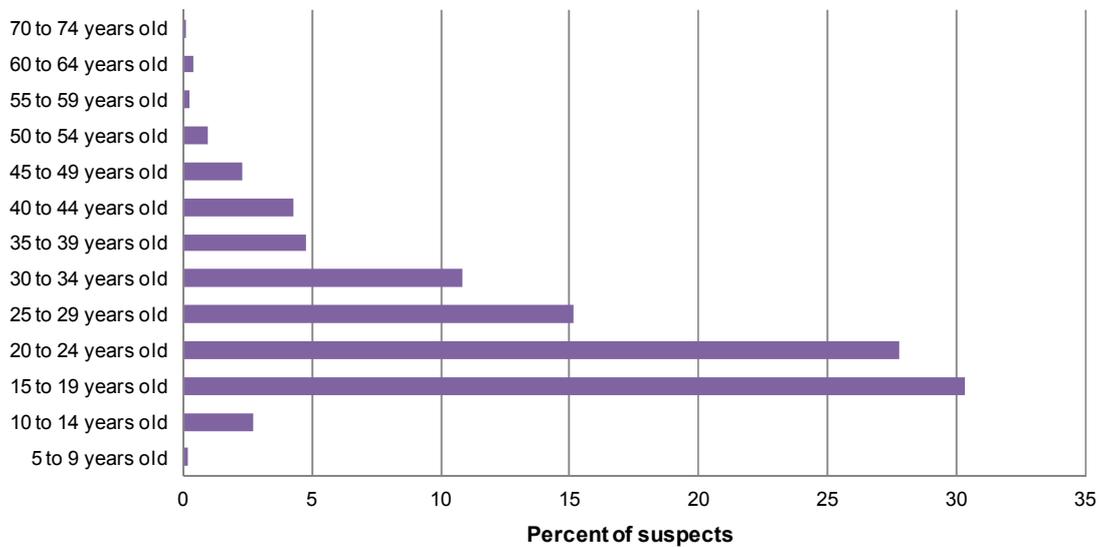
The chart below illustrates the ethnicity and age breakdown of residential burglary suspects in Harrow. 94% of the suspects were male and of these, 64% of the males were White Skinned European, 22% were African - Caribbean and 8% were Asian in appearance. This represents a disproportionately high number of African - Caribbean suspects and a low number of Asian offenders when compared to the ethnic profile of the Borough. 60% of the population is White Skinned European and only 8.2% of the population is African - Caribbean and 25.6% of the population is Asian.

Chart 5: Percentage of burglary suspects by ethnicity



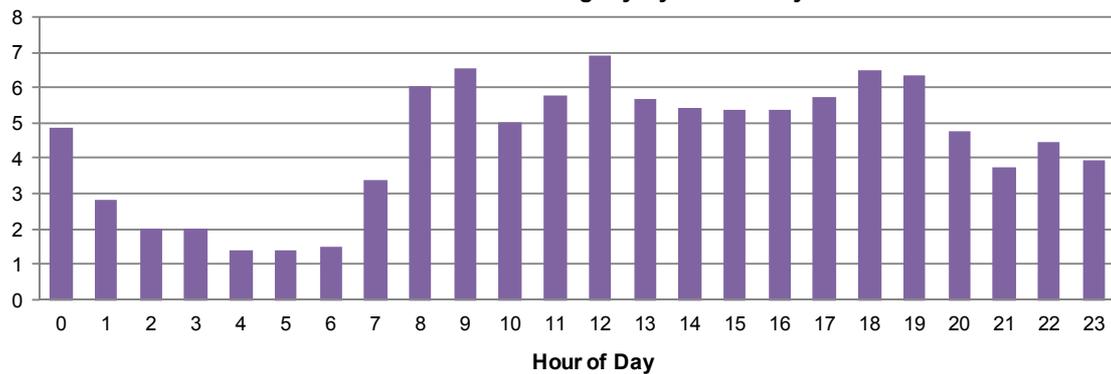
The age breakdown of residential burglary suspects is shown below. The 15-19 years age category contained the largest number of suspects.

Chart 6: Percentage of residential burglary suspects by age



The chart below shows an estimated hourly breakdown of when residential burglaries took place. Nearly 65% of residential burglaries take place between 08:00 and 18:00, with peak times around 09:00, 12:00 and 18:00. This time period mirrors a typical working period throughout the week with Fridays being the busiest day of the week.

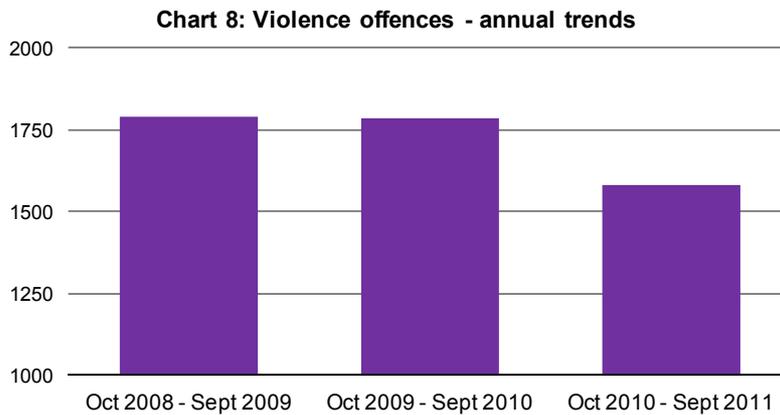
Chart 7: Percent of burglary by time of day



Violent offences: overview

There is no single agreed definition of violent crime. Violence against the Person includes assaults, homicide, manslaughter, harassment and some other offences. However, some other offences, such as robbery involve some violence by definition. Violence offences in this document include all categories of assault, as well as affray, murder and racial incidents.

The chart below shows the last three years of violent offences during the time periods of the strategic assessment. There was a decrease in reports from the Oct 2008 - Sept 2009 time period of 1.2% and then a further 11.3% decrease again the next time period for an overall decrease of 12.3% from the first dataset to the most current dataset.



Violent offences - locations

The maps below (figures 4 through 6) illustrate hotspots of where violent crime was likely to have taken place over the last three years. Throughout the three year period, the hotspots have been around Harrow Town Centre and Wealdstone. However, the maps do not show the reduction in violent crime which has taken place in the Town Centre during this period, while remaining the dominant hotspot.

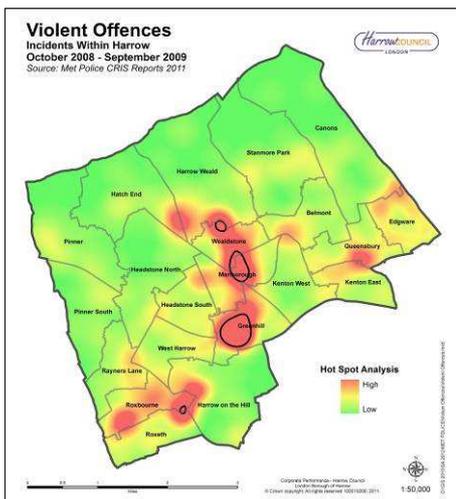


Figure 4

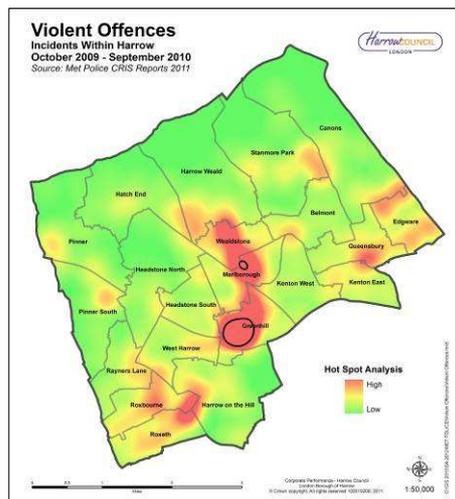


Figure 5

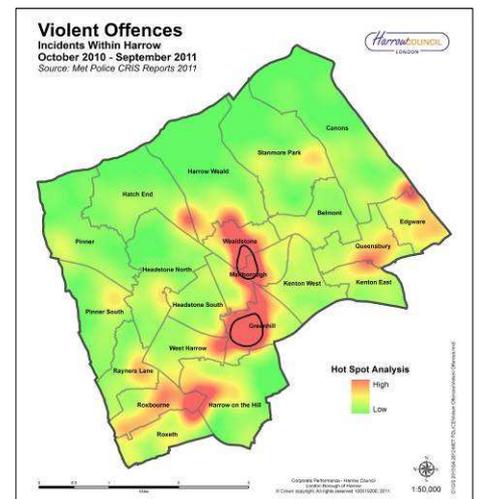
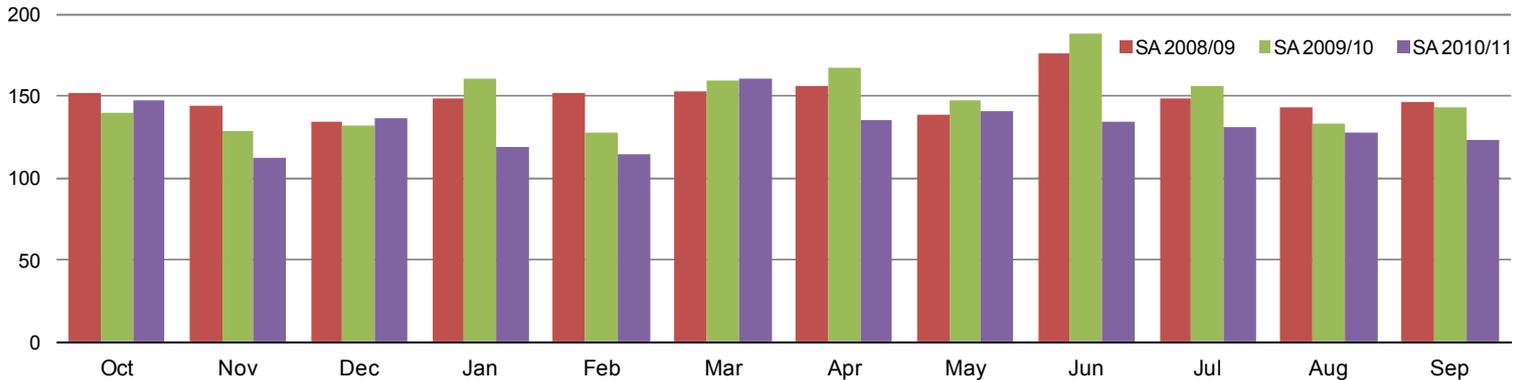


Figure 6

As the chart below shows, there is no apparent seasonal trend in violent offences.

Chart 9: Violent offences - monthly breakdown



The following table shows the number of violent offences for each ward. Most wards showed moderate to large decreases compared to the previous year. Harrow on the Hill and Roxbourne wards both showed large increases compared to the previous year. However, Roxbourne ward showed a 22% decrease over the three year period. Over the three year period, the largest increase was in Pinner South. In this ward violent offences increased by 43% over the three year period. A number of wards showed substantial falls in the number of violent offences. Headstone South recorded substantial reductions both compared to the previous year and over the three year period.

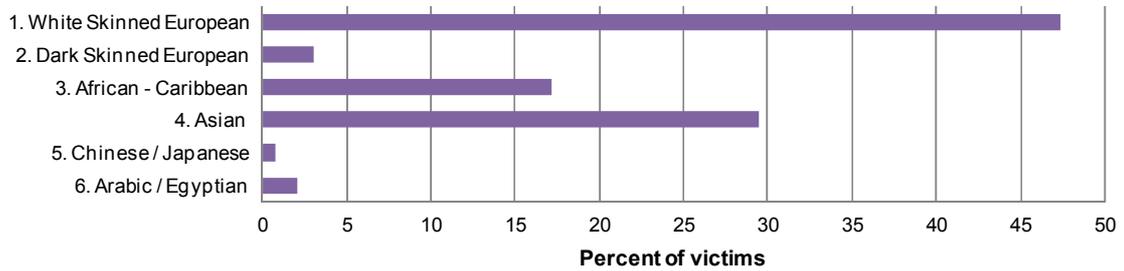
Table 2: Rates of violent offences per ward (per 1000 residents) and percent change

Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	7.0	5.6	4.6	-17.9	-34.3
Canons	5.1	6.7	5.1	-23.9	0.0
Edgware	11.0	11.0	9.7	-11.8	-11.8
Greenhill	18.9	20.8	18.8	-9.6	-0.5
Harrow on the Hill	8.1	7.7	8.7	13.0	7.4
Harrow Weald	9.2	7.1	5.9	-16.9	-35.9
Hatch End	6.1	5.4	4.8	-11.1	-21.3
Headstone North	3.6	4.2	4.0	-4.8	11.1
Headstone South	7.2	5.7	3.9	-31.6	-45.8
Kenton East	6.7	6.1	4.2	-31.1	-37.3
Kenton West	4.9	5.2	4.1	-21.2	-16.3
Marlborough	13.3	11.2	11.6	3.6	-12.8
Pinner	4.7	4.8	3.1	-35.4	-34.0
Pinner South	3.0	4.7	4.3	-8.5	43.3
Queensbury	8.6	8.8	7.9	-10.2	-8.1
Rayners Lane	5.0	5.4	4.6	-14.8	-8.0
Roxbourne	12.3	8.6	9.6	11.6	-22.0
Roxeth	8.6	10.2	7.3	-28.4	-15.1
Stanmore Park	5.8	8.7	6.3	-27.6	8.6
Wealdstone	13.5	13.1	12.1	-7.6	-10.4
West Harrow	6.4	6.5	6.2	-4.6	-3.1
Averages	8.1	8.0	7.1	-11.3 %	-12.3 %

Victims of violent offences

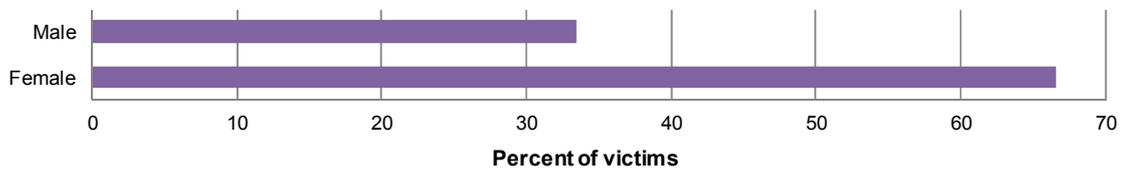
The following chart shows the ethnic breakdown of victims of violent offences. Nearly 65% of all victims were White Skinned European or Asian in appearance.

Chart 10: Percentage of victims of violent offences by ethnicity



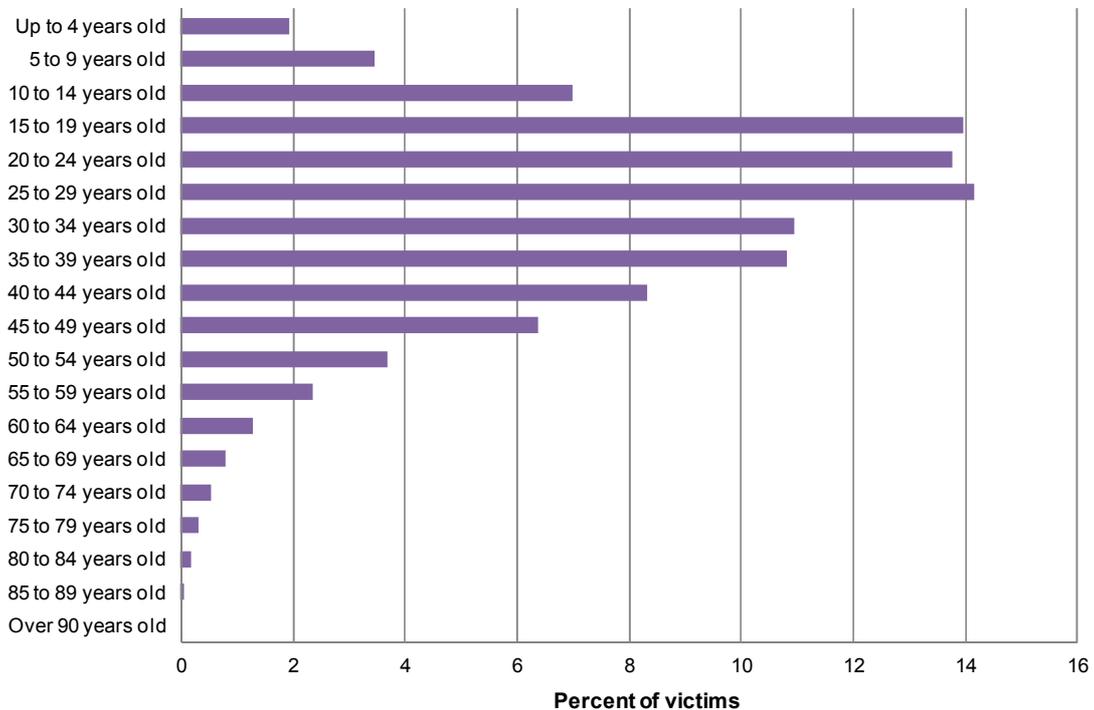
The following chart illustrates the gender breakdown of victims of violent crime. Nearly 67% of all victims recorded were females and 33% of victims were male

Chart 11: Percentage of victims of violent offences by gender



The following chart illustrates the age breakdown of victims of violent offences. As the chart shows the age range from 15 to 29 years old comprise of nearly 42% of all recorded incidents.

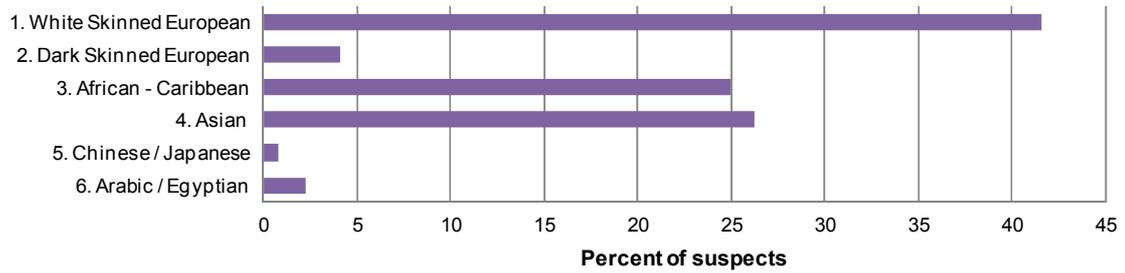
Chart 12: Percentage of victims of violent crime by age



Suspects of violent offences

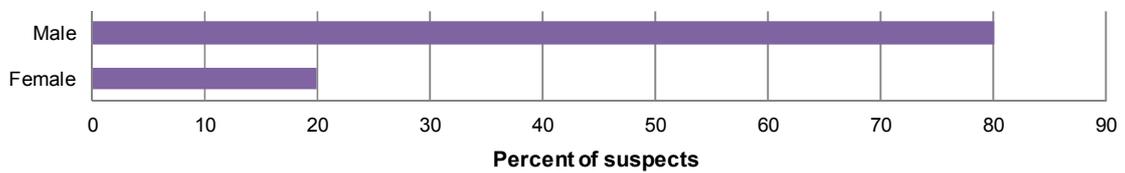
The following chart shows a breakdown of the ethnicity of violent offences. Nearly 42% of all suspects were of White Skinned European in appearance, followed by Asian - 26% and African - Caribbean with 25% of the total.

Chart 13: Percentage of suspects of violent offences by ethnicity



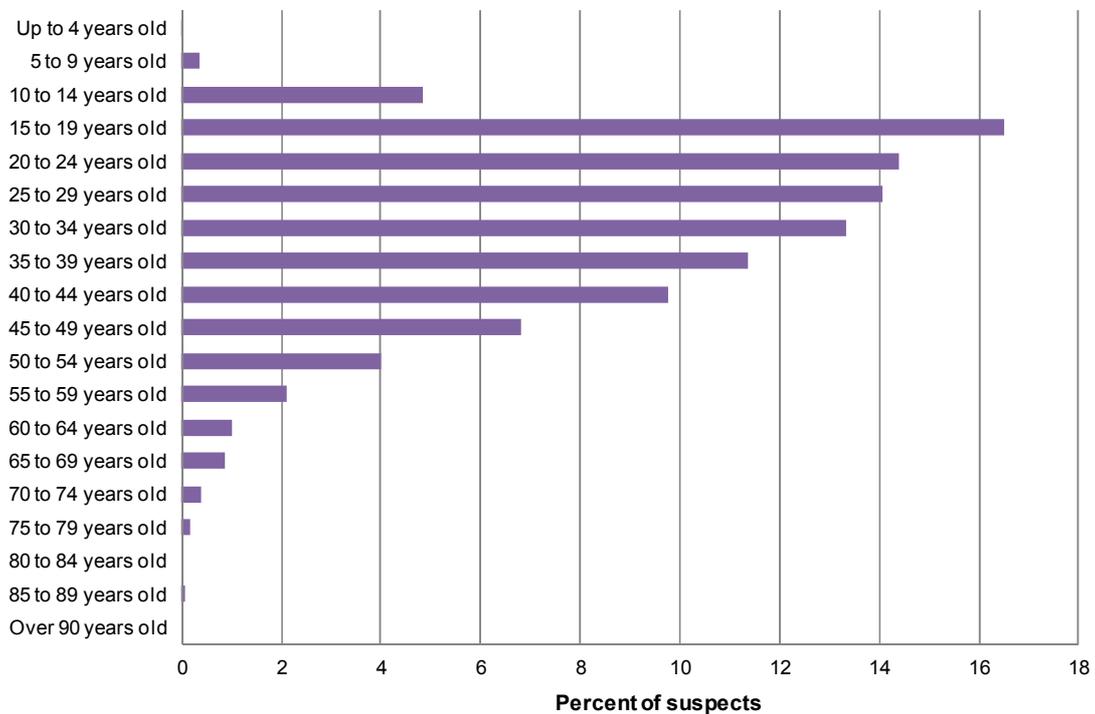
The following chart illustrates the gender breakdown of violent crime suspects. Slightly more than 80% of offenders were male and nearly 20% of offenders were female.

Chart 14: Percentage of suspects of violent offences by gender



The following chart shows a breakdown of violent suspects by age category. The 15-19 years age group accounted for the largest number of offences. The data suggests the violent offending decreases dramatically with age.

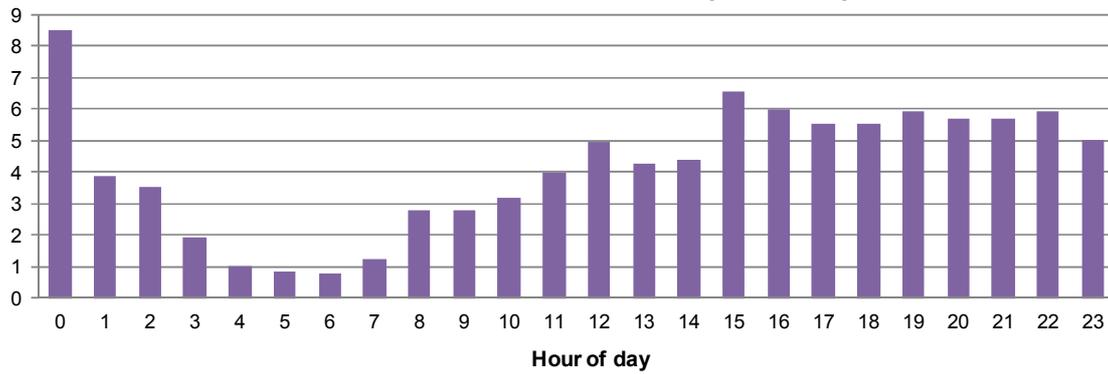
Chart 15: Percentage of suspects of violent crime by age



Time and day of violent offences

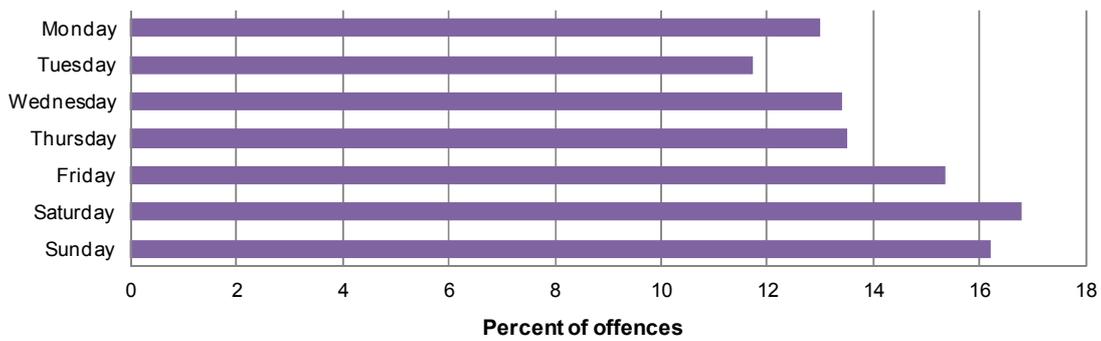
The chart below shows the when violent offence took place. Offences increase from the morning onwards and relatively stable from later afternoon to midnight, with a peak after midnight.

Chart 16: Percent of violent offences by time of day



The chart shows the days on which violence offences took place. There is a strong weekend effect, with offences peaking on Saturday, followed by Sunday and Friday.

Chart 17: Day of week on which violent offences took place



Violent offences: domestic violence and non-domestic violence offences

Violent offences - domestic violence

The table below shows the last three years of offences identified as domestic violence. The table below shows that DV decreased in each of the last two years. There was a decrease in reports from the Oct 2008 - Sept 2009 time period of 6.9% and then a further 7.4% decrease again the next time period for an overall decrease of 13.8% from the first dataset to the most current dataset.

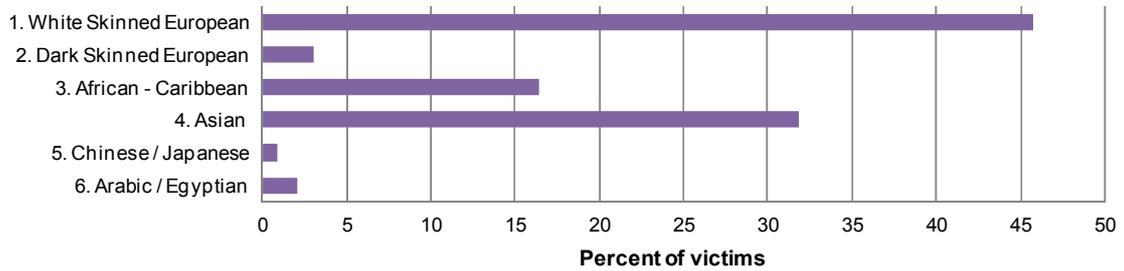
Only five of the 21 wards showed an increase in the number of offences comparing 2009-10 with 2010-11, and only one of these showed an increase over the whole three year period.

Table 3: Rates of violent offences identified as domestic violence per ward (per 1000 residents) and percent change					
Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	3.3	2.4	2.1	-12.5	-36.4
Canons	2.2	1.6	1.7	6.3	-22.7
Edgware	3.2	3.5	3.2	-8.6	0.0
Greenhill	4.5	3.3	4.3	30.3	-4.4
Harrow on the Hill	2.5	2.7	2.4	-11.1	-4.0
Harrow Weald	3.2	2.2	2.2	0.0	-31.3
Hatch End	1.7	1.6	1.1	-31.3	-35.3
Headstone North	1.6	1.5	1.5	0.0	-6.3
Headstone South	3.6	2.7	2.2	-18.5	-38.9
Kenton East	3.2	2.7	2.1	-22.2	-34.4
Kenton West	1.7	2.0	2.4	20.0	41.2
Marlborough	5.3	2.5	3.5	40.0	-34.0
Pinner	1.9	2.1	2.0	-4.8	5.3
Pinner South	1.7	2.4	2.2	-8.3	29.4
Queensbury	3.0	3.4	2.9	-14.7	-3.3
Rayners Lane	2.1	2.9	1.5	-48.3	-28.6
Roxbourne	4.4	2.9	3.7	27.6	-15.9
Roxeth	2.8	4.3	2.5	-41.9	-10.7
Stanmore Park	2.1	2.8	1.8	-35.7	-14.3
Wealdstone	5.4	4.9	4.5	-8.2	-16.7
West Harrow	2.2	2.8	2.1	-25.0	-4.5
Averages	2.9	2.7	2.5	-7.4 %	-13.8 %

Victims of domestic violence

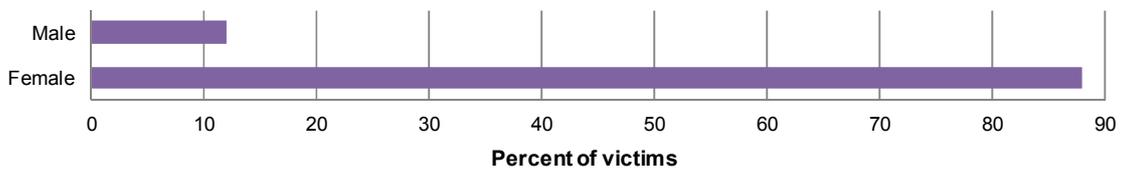
The following chart shows the ethnicity of victims of domestic violence. Nearly 78% of victims were White Skinned European or Asian in appearance.

Chart 18: Percentage of victims of domestic violence by ethnicity



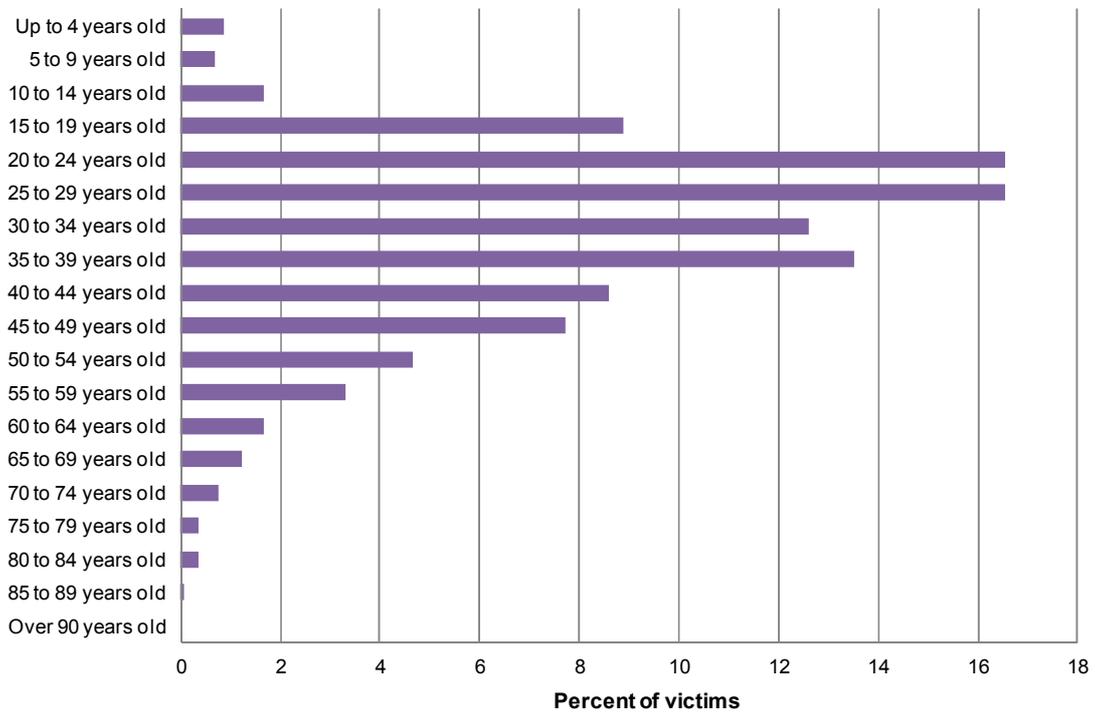
The following chart shows the gender breakdown of victims of domestic violence. 89% of victims were female.

Chart 19: Percentage of victims of domestic violence by gender



The following chart shows an age breakdown of victims of domestic violence. The age range from 20 to 39 years accounts for nearly 60% of all offences.

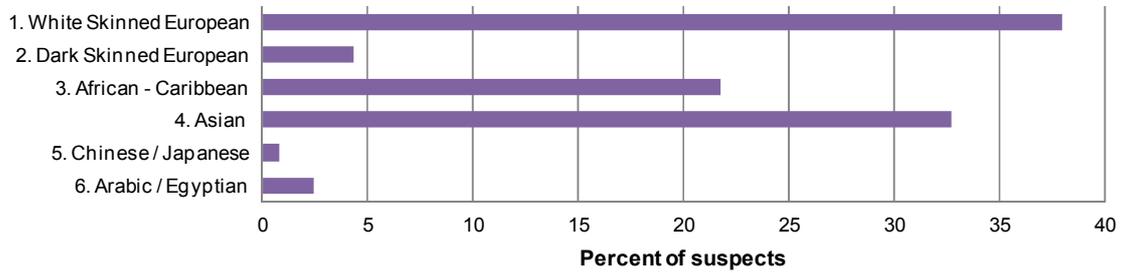
Chart 20: Percentage of victims of domestic violence by age



Suspects of domestic violence

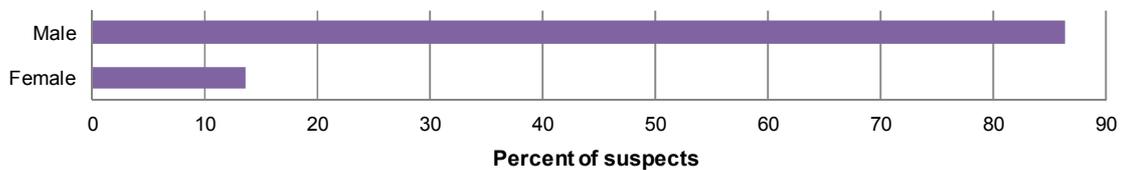
The following chart shows the ethnicity of suspects of domestic violence. Around 38% of offenders were White Skinned European followed closely by Asian at 33% and 22% as African - Caribbean.

Chart 21: Percentage of suspects of domestic violence by ethnicity



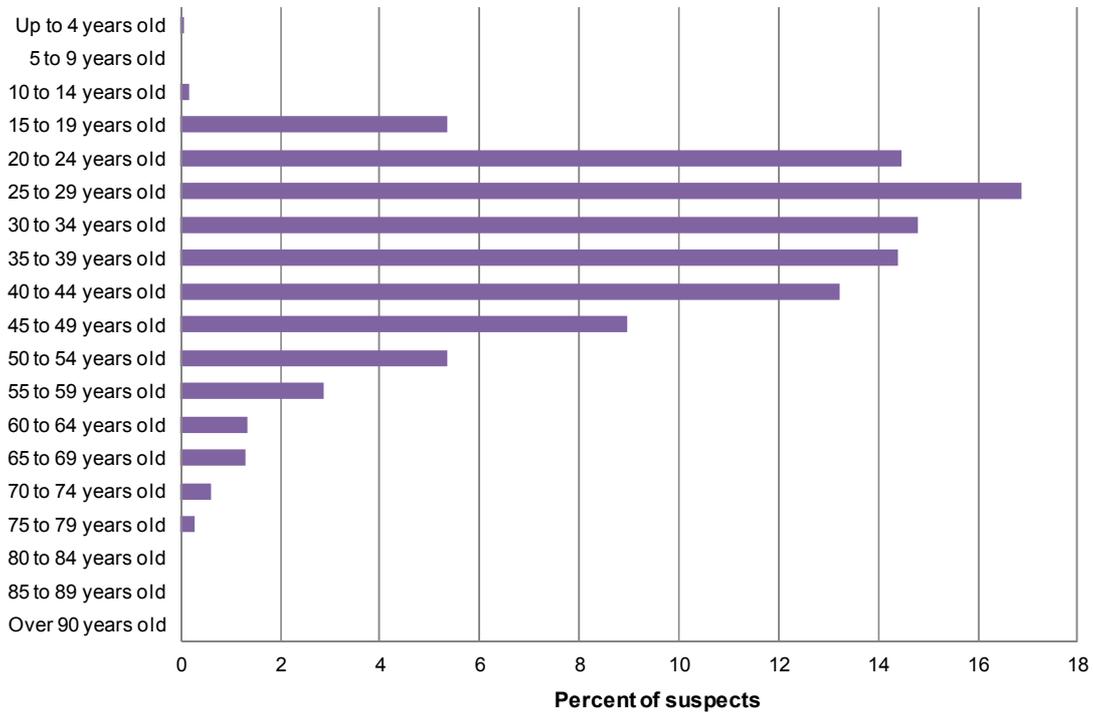
The following shows a breakdown of the gender of suspects of domestic violence. 86% of suspects were male.

Chart 22: Percentage of suspects of domestic violence by gender



The chart below shows the age profile of domestic violence suspects. Suspects tend to be relative young, with the peak age range, 25 to 29 years, accounting for 17% of all violent crimes.

Chart 23: Percentage of suspects of domestic violence by age



Violent offences - excluding domestic violence

This next section the patterns and trends around violent crime which was not classified as domestic violence. This category includes: common assault, GBH, ABH, affray, murder, attempted murder and racial incidents.

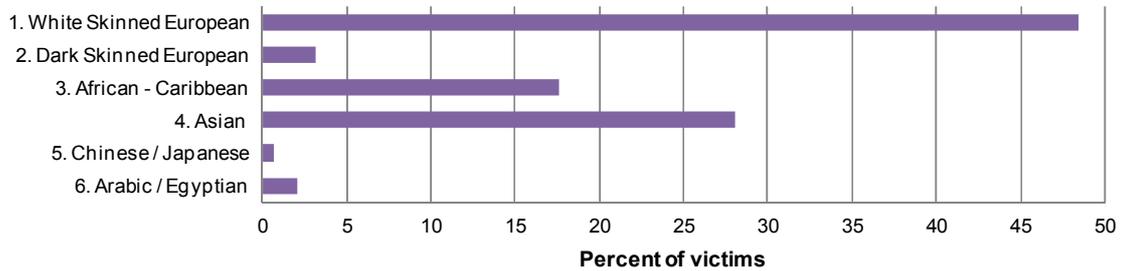
The table below shows annual changes in the levels of violent crime (excluding domestic violence) broken down by ward. The table shows a decrease both over the last year and over the two year period. Only Rayners Lane and Harrow on the Hill wards showed substantial increases. Five wards showed decreases of over 30%.

Table 4: Rates of violent offences not identified as domestic violence per ward (per 1000 residents) and percent change					
Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	3.7	3.3	2.6	-21.2	-29.7
Canons	3.0	5.1	3.4	-33.3	13.3
Edgware	7.8	7.5	6.5	-13.3	-16.7
Greenhill	14.4	17.5	14.5	-17.1	0.7
Harrow on the Hill	5.5	5.0	6.4	28.0	16.4
Harrow Weald	6.0	4.8	3.6	-25.0	-40.0
Hatch End	4.4	3.8	3.6	-5.3	-18.2
Headstone North	2.0	2.7	2.5	-7.4	25.0
Headstone South	3.6	3.0	1.8	-40.0	-50.0
Kenton East	3.4	3.3	2	-39.4	-41.2
Kenton West	3.2	3.2	1.7	-46.9	-46.9
Marlborough	8.0	8.7	8.1	-6.9	1.3
Pinner	2.8	2.7	1.1	-59.3	-60.7
Pinner South	1.3	2.3	2.1	-8.7	61.5
Queensbury	5.6	5.5	5	-9.1	-10.7
Rayners Lane	2.9	2.4	3.1	29.2	6.9
Roxbourne	7.9	5.7	5.9	3.5	-25.3
Roxeth	5.8	5.9	4.8	-18.6	-17.2
Stanmore Park	3.8	5.9	4.5	-23.7	18.4
Wealdstone	8.1	8.2	7.6	-7.3	-6.2
West Harrow	4.2	3.7	4.1	10.8	-2.4
Averages	5.2	5.3	4.6	-13.2 %	-11.5 %

Victims of violent offences - non domestic violence

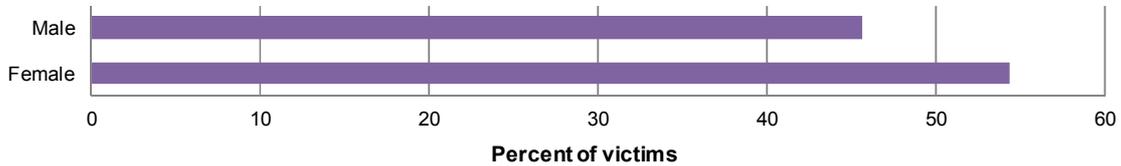
The chart below shows the ethnic breakdown of victims of non-domestic violence violent offences.

Chart 24: Percentage of victims of non-DV violent offences by ethnicity



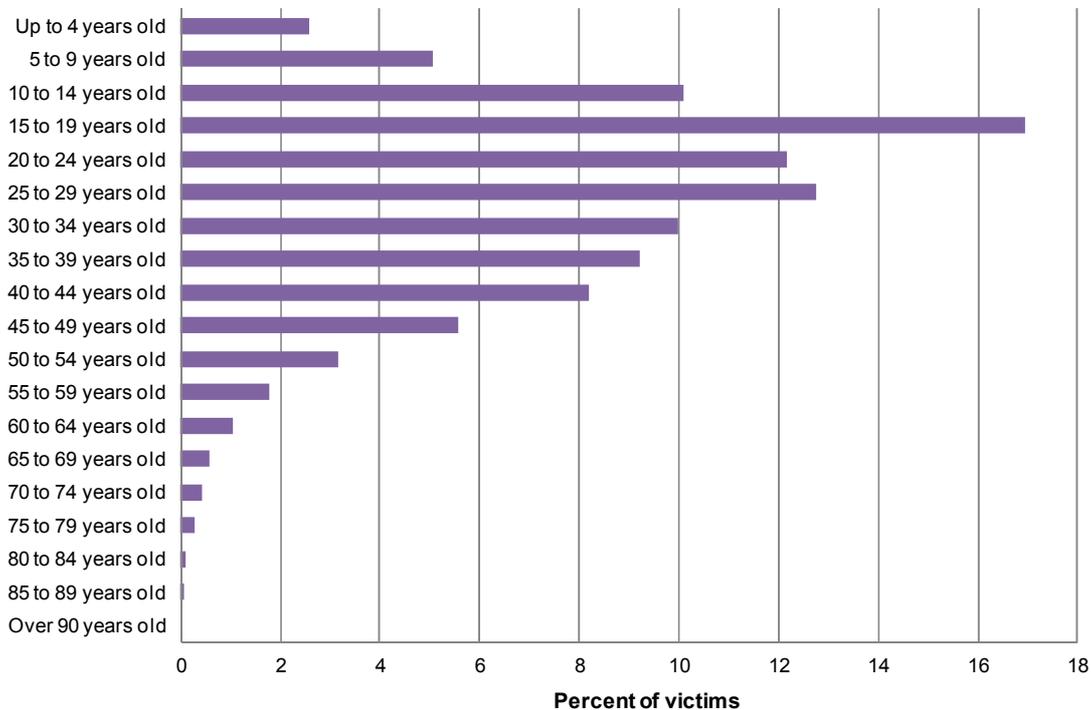
The following chart illustrates the gender of victims of all recorded persons of violent crime that were not classified as domestic violence in Harrow. Slightly more than 54% of victims were male and fewer than 46% of offenders were female.

Chart 25: Percentage of victims of non-DV violent offences by gender



The following chart shows the age breakdown of violent victims. 41% of victims are between 15 and 29 years.

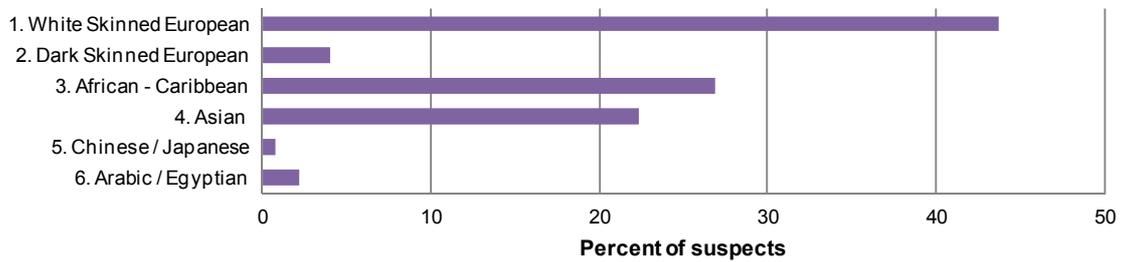
Chart 26: Percentage of victims of non-DV violent offences by age



Suspects of violent offences - non domestic violence

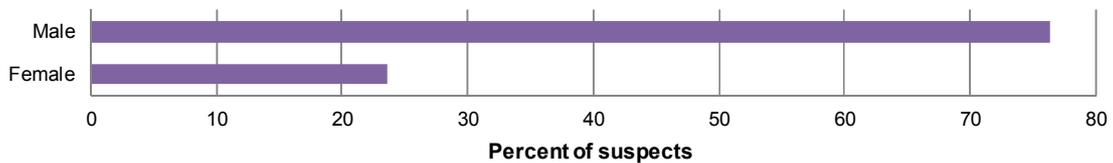
The following chart shows the ethnicity of suspects of non domestic violence. Around 44% of all offenders were of White Skinned European appearance followed by persons of African - Caribbean with 26% and Asian appearance at 22%.

Chart 27: Percentage of suspects of non-DV violent offences by ethnicity



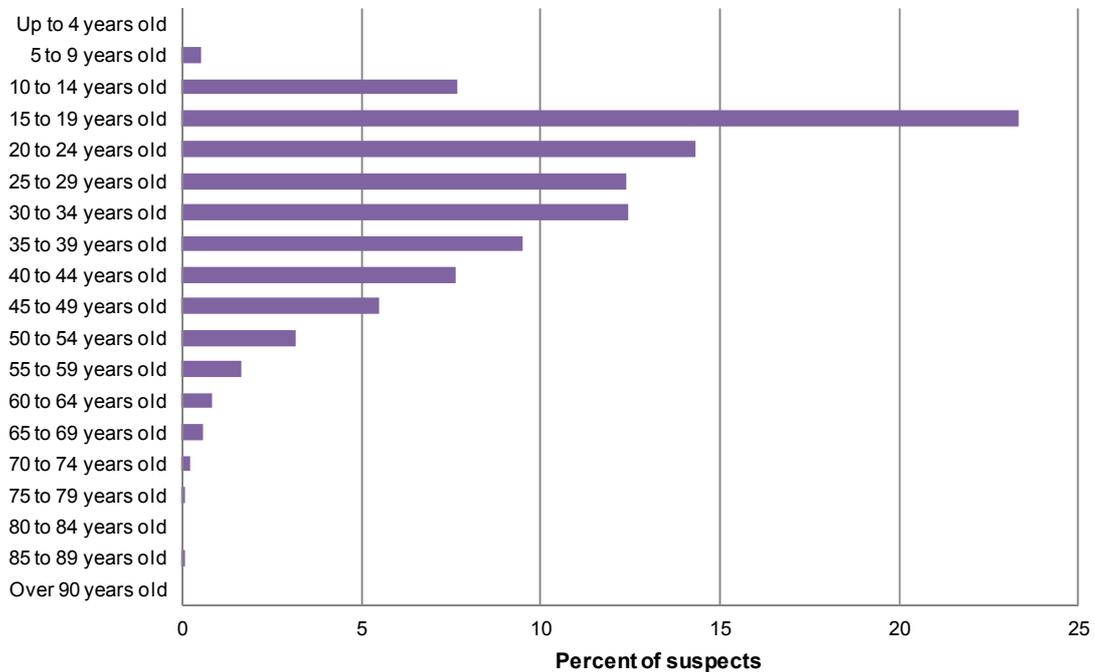
The following chart shows the gender of suspects of non domestic violence violent crime. Slightly more than 76% of offenders were male and fewer than 24% of offenders were female.

Chart 28: Percentage of suspects of non-DV violent offences by gender



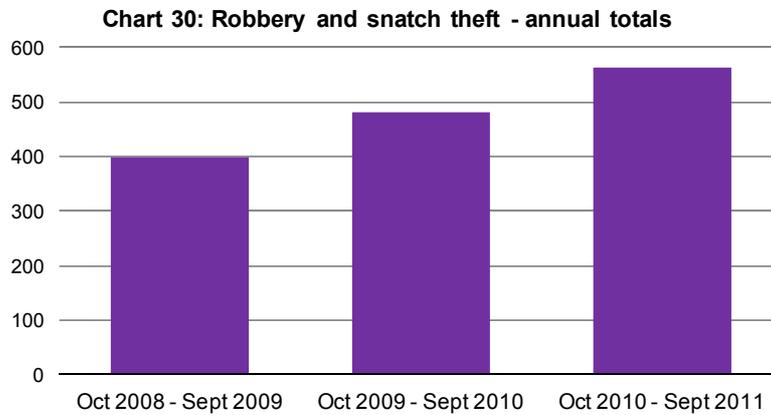
The chart below shows an age breakdown of the age of suspects of non domestic violence violent offences. 63% of suspects were between 15 and 34 years, with the peak age range being 15 to 19 years old with 23% of all suspects.

Chart 29: Percentage of suspects of non-DV violent offences by age



Robbery and snatch theft

A robbery takes place when force is threatened or used to steal property from a person or group of people. A "snatch theft" is when property is stolen from the physical possession of the victim with some degree of force directed to the property, but not to the victim. Personal robbery and theft snatch are often combined to form the category "street crime". The definition of robbery used here also includes commercial robbery, which accounts for about 10% of all robbery offences.



Location of robbery and theft snatch offences

During the 2008/09 time period, the robbery and theft snatch hotspots were the Town Centre and the Wealdstone corridor. Over the three year period, the hotspot around the Wealdstone Corridor seems to expand.

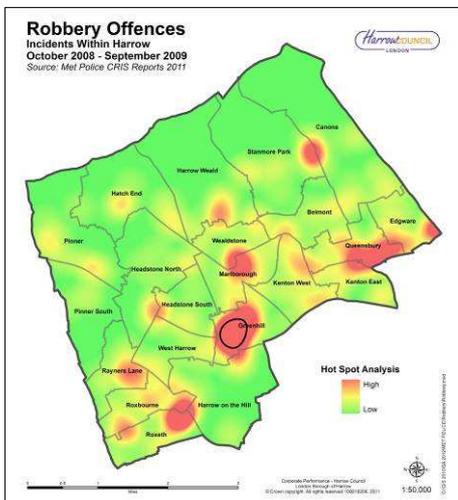


Figure 7

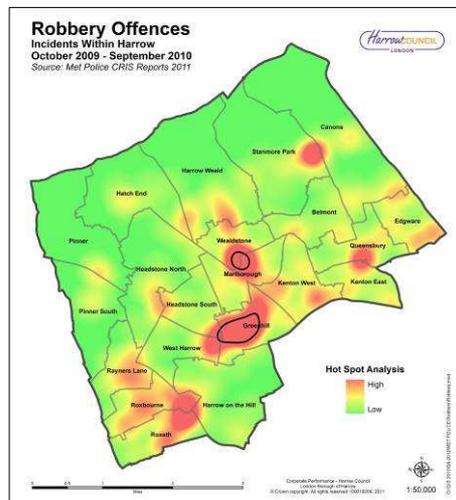


Figure 8

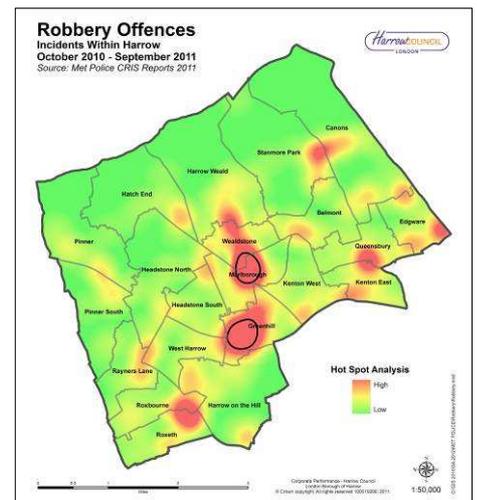
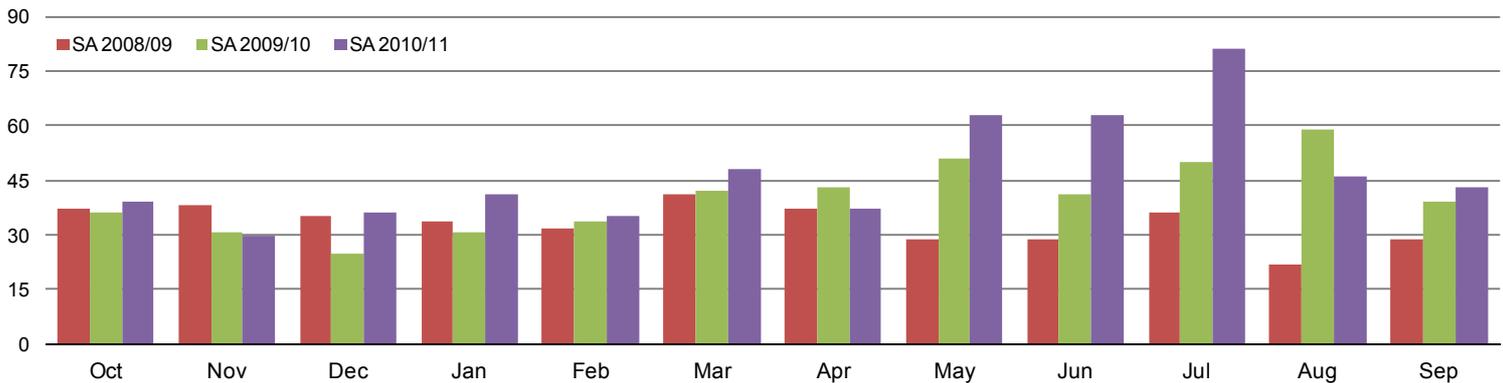


Figure 9

As the graph below show, robbery and snatch theft show a strong seasonal pattern, with high levels in the summer months and relatively low levels in the winter months. There have been particularly high levels of robbery and snatch theft in the summer months of 2011.

Chart 31: Robbery and snatch theft - monthly breakdown



The following table shows the number of robbery and theft snatch offences based on the population for each ward. Greenhill ward and Marlborough wards stand out as having the highest levels of robbery and snatch and account for 20% of robberies and snatches. Several wards stand out for large increases including Wealdstone and Harrow on the Hill. Large percentage increases were recorded in both Pinner and Pinner South, but from a low base in both cases. Pinner South still has the lowest level of robberies and snatches of any wards in Harrow.

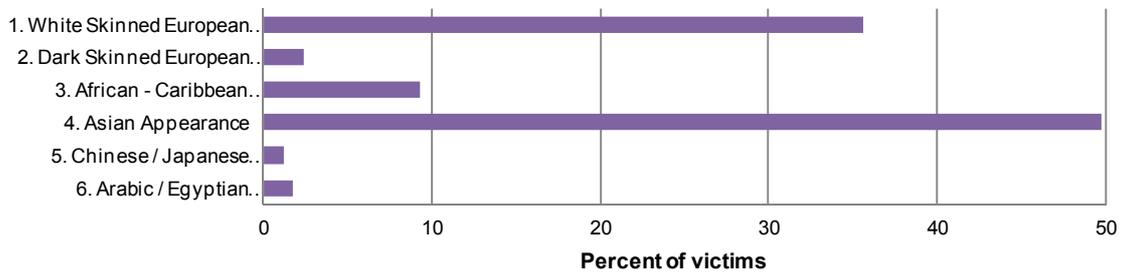
Table 5: Robbery and snatch per ward (per 1000 residents) and percent change

Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	1.4	1.8	2.2	22.2	57.1
Canons	1.3	1.6	2.4	50.0	84.6
Edgware	2.3	2.7	3.1	14.8	34.8
Greenhill	5.3	5.8	6.6	13.8	24.5
Harrow on the Hill	1.1	1.3	2.5	92.3	127.3
Harrow Weald	1.3	1.8	2.9	61.1	123.1
Hatch End	1.2	1.1	1.3	18.2	8.3
Headstone North	1.3	1.4	1.4	0.0	7.7
Headstone South	0.7	1.6	1.5	-6.3	114.3
Kenton East	1.2	2.2	2.5	13.6	108.3
Kenton West	2.4	3.0	2.7	-10.0	12.5
Marlborough	2.5	3.0	4.7	56.7	88.0
Pinner	1.4	0.5	1.6	220.0	14.3
Pinner South	0.3	0.5	1.2	140.0	300.0
Queensbury	3.6	1.8	2.7	50.0	-25.0
Rayners Lane	1.4	2.2	1.5	-31.8	7.1
Roxbourne	1.6	3.0	1.7	-43.3	6.3
Roxeth	2.9	3.0	2.9	-3.3	0.0
Stanmore Park	1.8	2.3	1.9	-17.4	5.6
Wealdstone	1.2	2.6	3.3	26.9	175.0
West Harrow	1.3	2.0	2.1	5.0	61.5
Averages	1.8	2.2	2.5	13.6 %	38.9 %

Victims of robbery and snatch

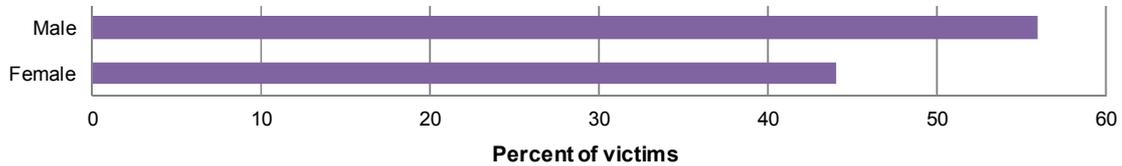
The following chart shows a breakdown of the ethnicity of robbery and snatch victims. Just fewer than 50% of victims were of an Asian appearance; this is a disproportionately high number in relation to the size of the Asian population in Harrow.

Chart 32: Percentage of victims of robbery and snatch offences by ethnicity



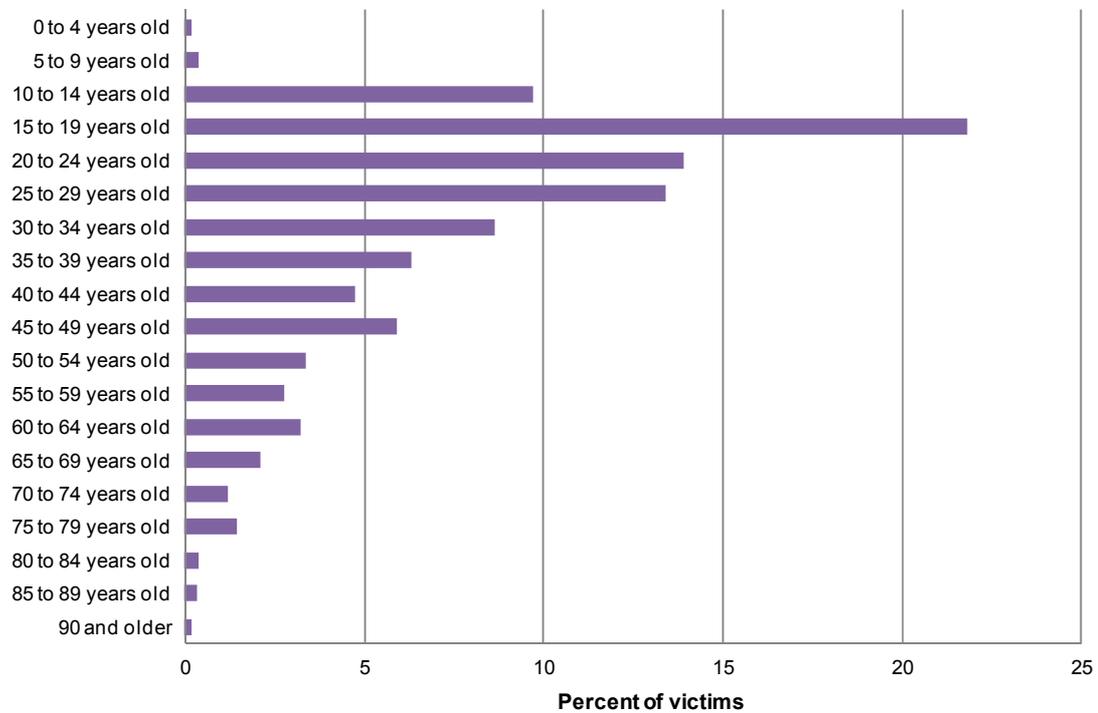
The following chart shows the gender breakdown for robbery and snatch victims. Fewer than 55% of victims were male.

Chart 33: Percentage of victims of robbery and snatch offences by gender



The chart below shows the age profile of robbery and snatch victims. The age profile is relatively young with a strong peak for the 15-19 years age category, accounting for 22% of offences.

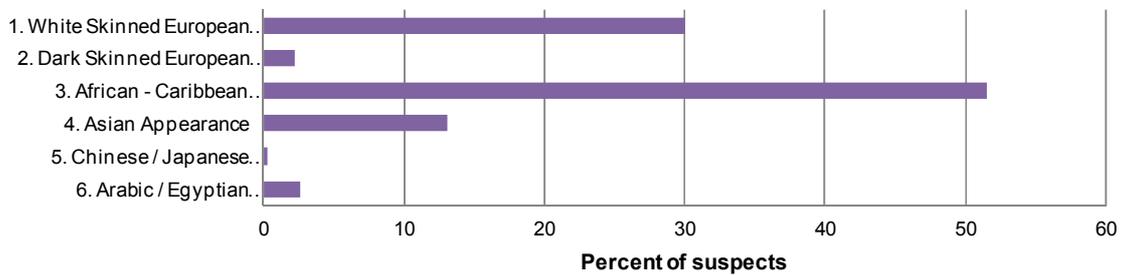
Chart 34: Percentage of victims of robbery and snatch offences by age



Suspects of Robbery and snatch

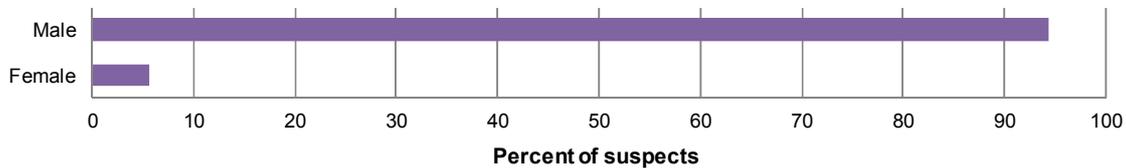
The chart below shows a breakdown of the ethnicity of robbery and snatch suspects. Just fewer than 52% of suspects were African - Caribbean. This is disproportionately high in relation to the size of the young African - Caribbean population in Harrow.

Chart 35: Percentage of suspects of robbery and snatch offences by ethnicity



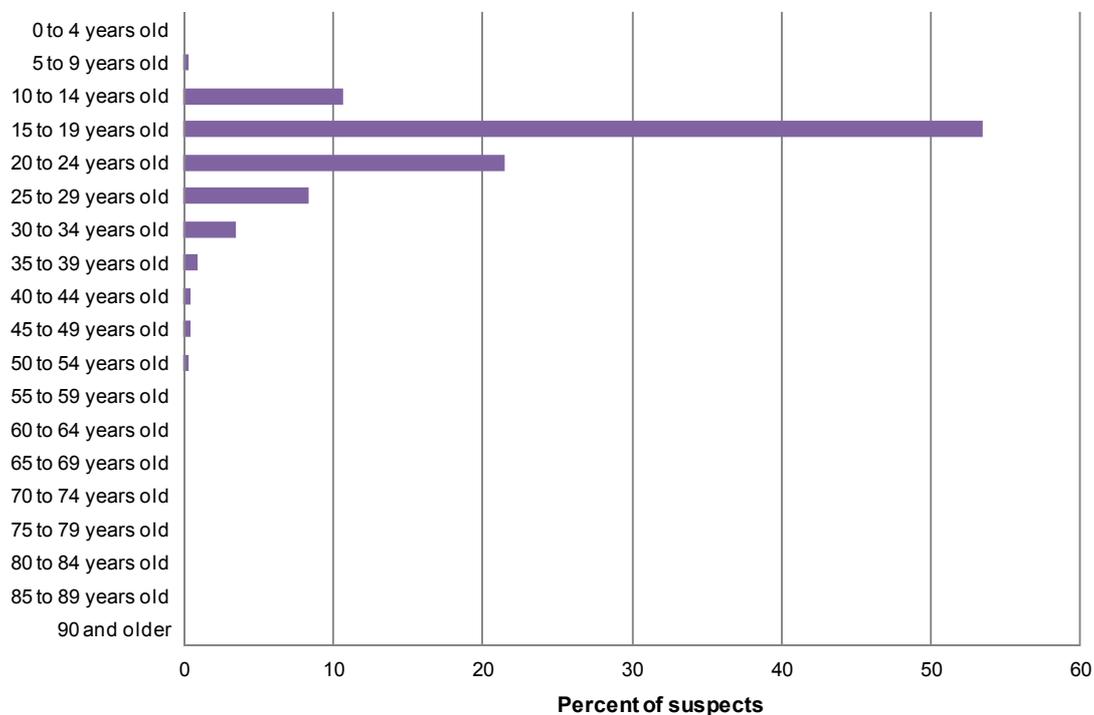
The following chart illustrates a breakdown of robbery and snatch offences by gender. Just fewer than 95% of all offenders were male and 5% of offenders were female.

Chart 36: Percentage of suspects of robbery and snatch offences by gender



The chart below shows an age breakdown of robbery and snatch suspects. The 15-19 years age category accounts for just fewer than 54% of all suspects. This is very high level of age concentration.

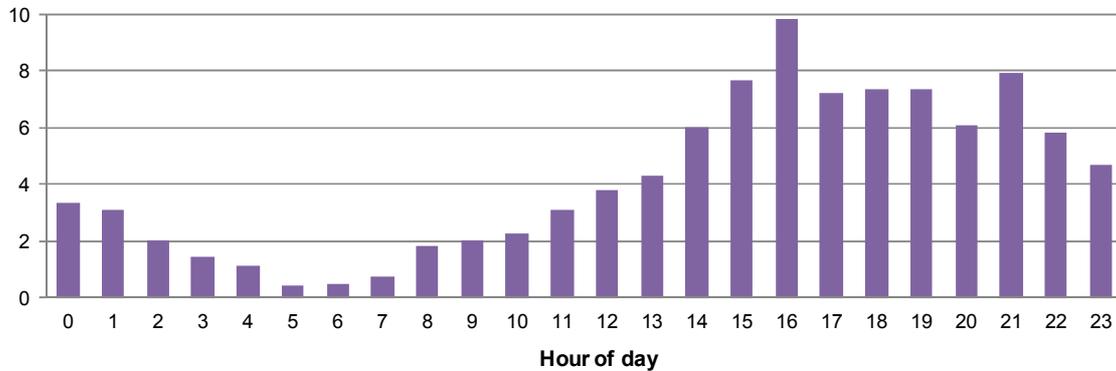
Chart 37: Percentage of suspects of robbery and snatch offences by age



Time and day for robbery and snatch offences

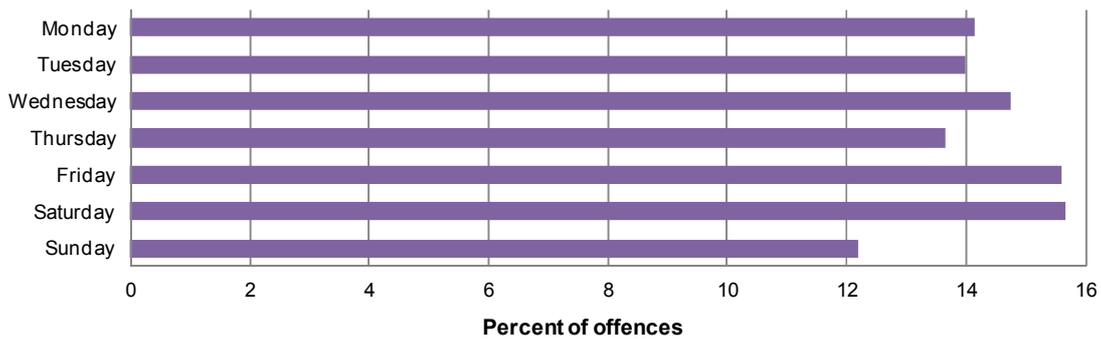
It is possible to make a reliable calculation of the time distribution of robbery and snatch as there is always an encounter between a victim and suspect when the offences took place and the victim is likely to have an idea of the time. Robbery and snatch offences peak at between 16:00 and 17:00 and decline after 10 at night. Just fewer than 46% of robberies and snatches took place between 16:00 and 22:00 hours, while one in ten robberies happen around 16:00.

Chart 38: Percent of robbery and snatch offences by time of day



The chart below shows a breakdown of robbery and snatch offences by day of the week. There is not a particular strong pattern. The highest number of offences are recorded on Friday and Saturday and the fewest offences on Sunday.

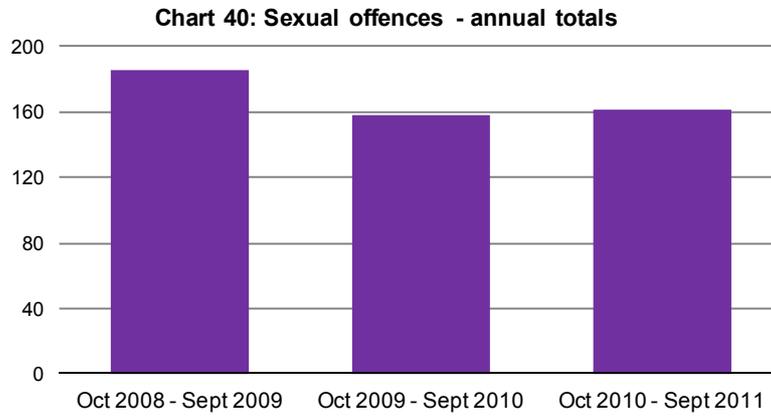
Chart 39: Day of week on which robbery and snatch offences took place



Violent offences: sexual offences

Sexual offences include a number of crimes, the most widely known of which is rape, which accounts for about one third of sexual offences in Harrow. Other sexual offences include indecent assault; unlawful (under age) sexual contact and offences such as grooming which do not constitute a legal category come under the umbrella of sexual offences.

The chart below shows the annual total of sexual offences for the last three years. Following a 16% decrease in 2009-10, there was a 1% increase in 2010-11.



Sexual offences - locations

The following maps (figures 10 through 12) show the hotspots of where sexual offences took place during the last three years. The area in and around the Town Centre and Wealdstone are the dominant hotspots throughout the three year period.

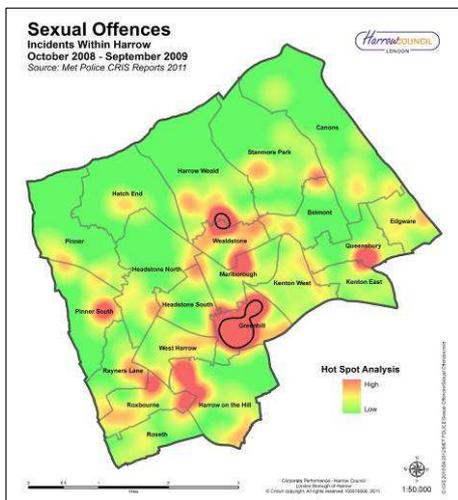


Figure 10

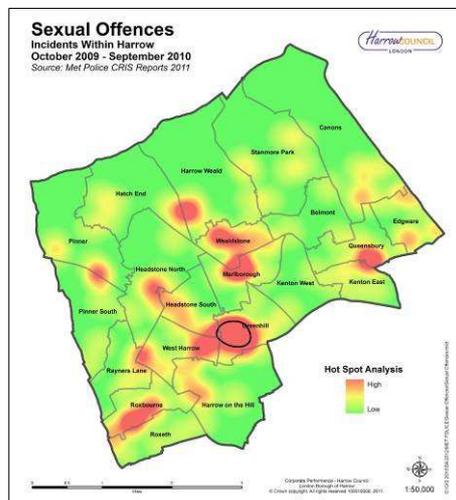


Figure 11

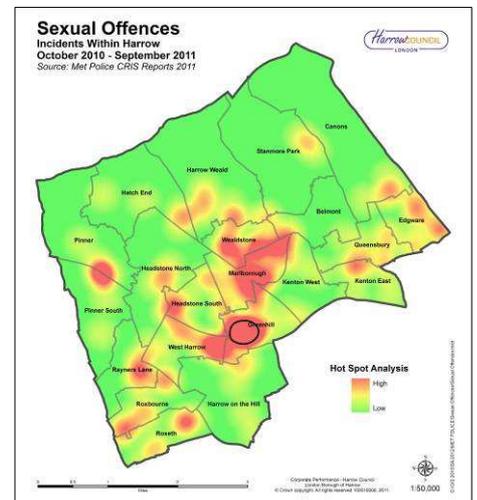
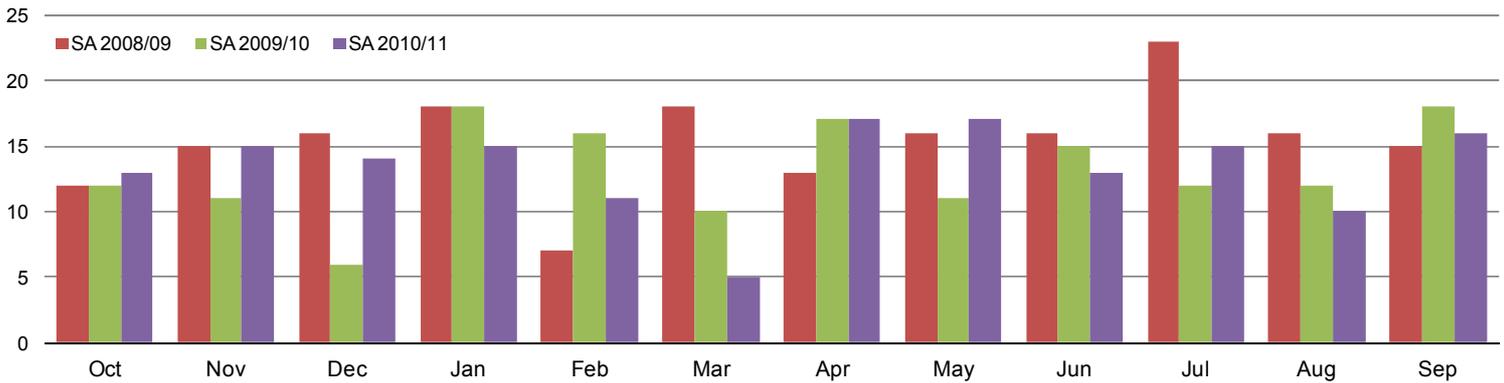


Figure 12

On a month to month analysis of the sexual offences, there appears that there is no monthly trend or pattern. It might appear that sexual offences are not affected by seasonal changes.

Chart 41: Sexual offences - monthly breakdown



The table below shows the ward breakdown of sexual offences for the last three years. Care should be taken in interpreting this table as the number of sexual offences in each ward is relatively low. Relatively small changes in the number of sexual offences in each ward can result in large percentage changes in the following year. There were large decreases in the level of offences in Stanmore Park, Headstone North and Harrow on the Hill. In three wards there were large increases, but only in Marlborough ward is the level of offences relatively high.

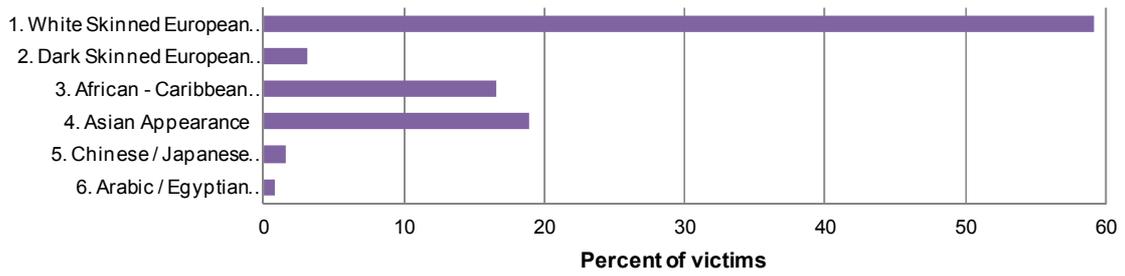
Table 6: Sexual offences per ward (per 1000 residents) and percent change

Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	0.6	0.3	0.4	32.3	-33.9
Canons	0.6	0.7	0.4	-40.3	-31.7
Edgware	0.7	0.7	1.0	41.2	41.2
Greenhill	2.8	2.0	1.9	-1.5	-30.4
Harrow on the Hill	1.4	0.8	0.4	-44.7	-69.1
Harrow Weald	1.1	0.6	0.7	16.1	-42.0
Hatch End	0.3	0.7	0.5	-28.4	65.5
Headstone North	0.6	0.8	0.4	-49.4	-32.2
Headstone South	0.5	0.7	0.8	12.9	58.0
Kenton East	0.4	0.6	0.7	15.3	74.4
Kenton West	0.7	0.1	0.3	211.1	-57.6
Marlborough	0.9	0.9	1.9	120.9	118.4
Pinner	0.3	0.4	0.4	0.0	33.3
Pinner South	1.0	0.5	0.5	0.0	-50.5
Queensbury	0.8	0.7	0.5	-28.4	-37.7
Rayners Lane	0.6	0.1	0.5	422.2	-16.1
Roxbourne	1.1	1.0	0.8	-16.7	-26.6
Roxeth	0.5	0.6	0.6	16.4	39.1
Stanmore Park	0.8	0.7	0.3	-57.6	-62.7
Wealdstone	1.3	1.2	1.2	0.0	-8.7
West Harrow	0.7	1.2	1.1	-9.2	54.3
Averages	0.8	0.7	0.7	1.4 %	-14.3 %

Victims of sexual offences

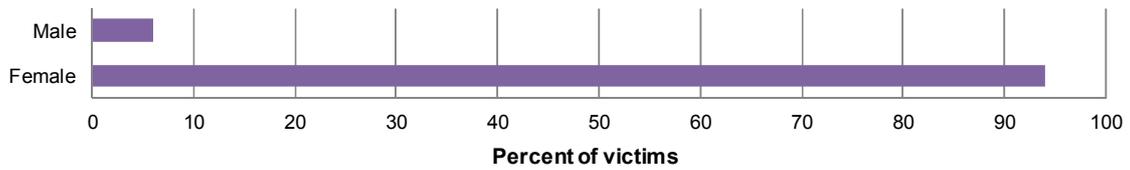
The chart below shows the breakdown of sexual offences by the victim’s ethnicity.

Chart 42: Percentage of victims of sexual offences by ethnicity



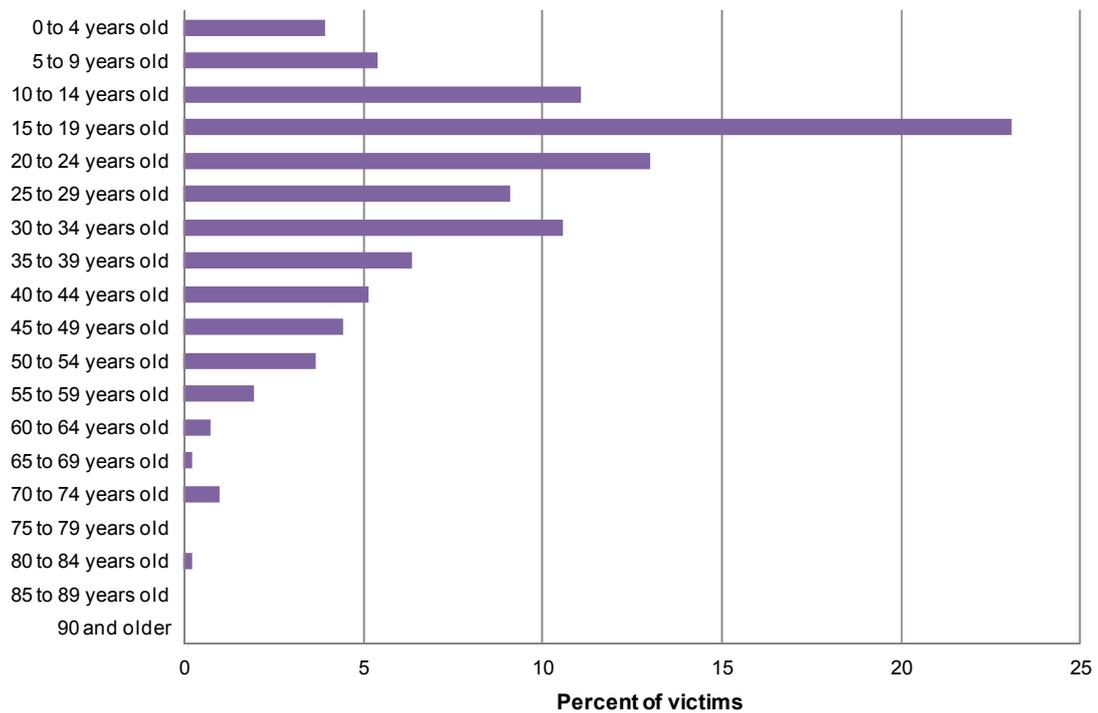
The chart below shows that about 95% of victims of sexual offences were female.

Chart 43: Percentage of victims of sexual offences by gender



The chart shows the age breakdown of victims of sexual offences. There is a prominent peak in the 15-19 years age category.

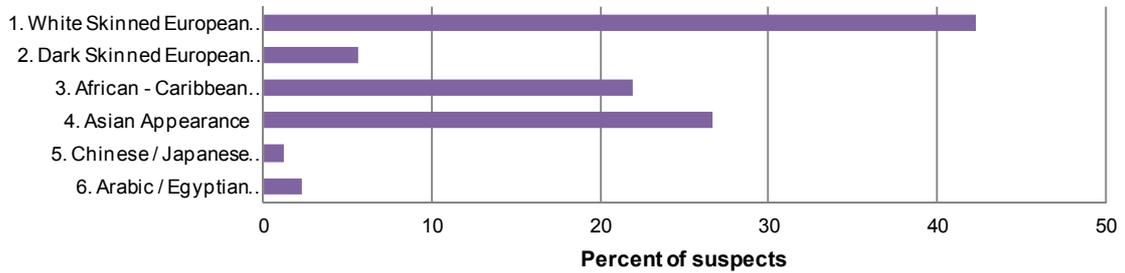
Chart 44: Percentage of victims of sexual offences by age



Suspects of sexual offences

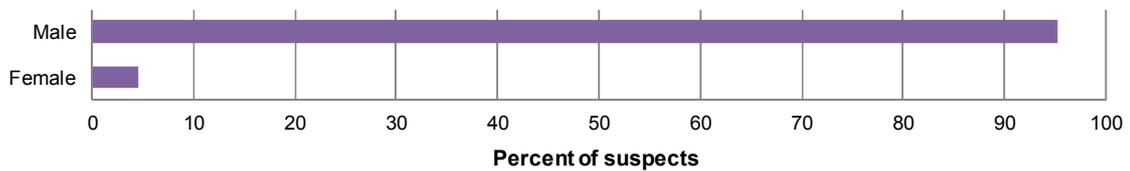
The following chart shows a breakdown of sexual offences' suspect ethnicity. Just fewer than 42% of suspects were White Skinned European. There were a disproportionately high number of African - Caribbean suspects in relation to the demographic composition of the Harrow population.

Chart 45: Percentage of suspects of sexual offences by ethnicity



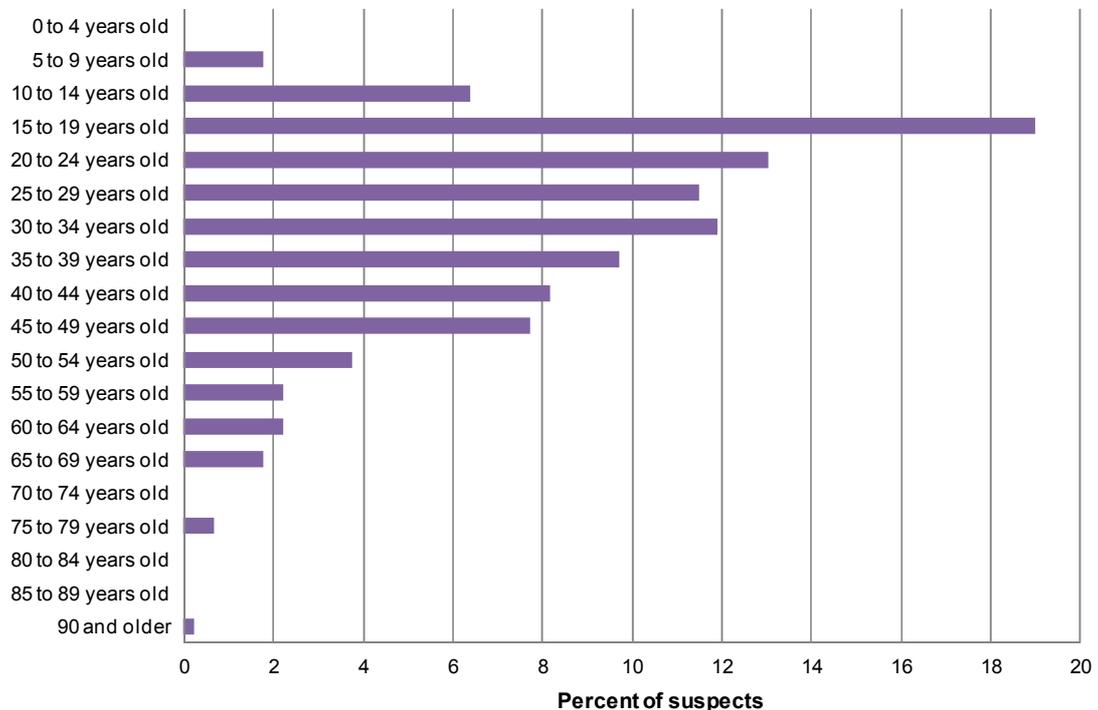
The chart below shows a breakdown of the sex of the suspect's of sexual offences. 95% of suspects were male.

Chart 46: Percentage of suspects of sexual offences by gender



The following chart shows a breakdown of the age category of sexual offence suspects. The 15-19 years age category accounted for just under one fifth of suspects considerably higher than any other age category.

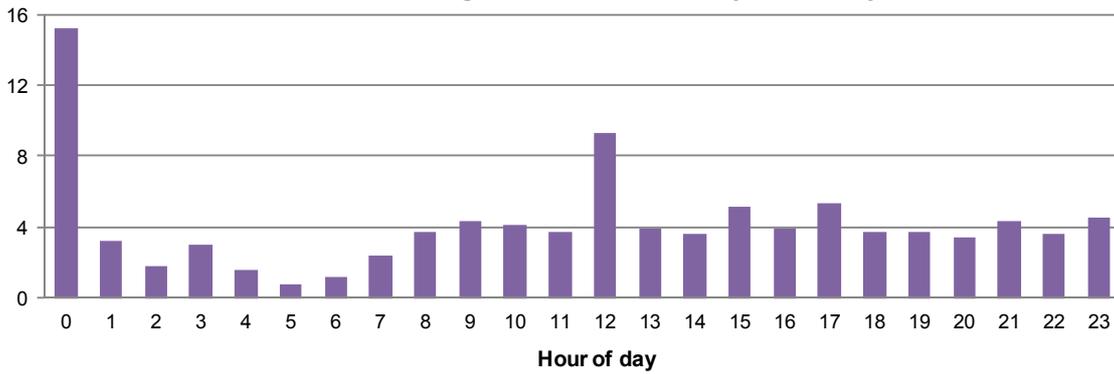
Chart 47: Percentage of suspects of sexual offences by age



Time and day for sexual offences

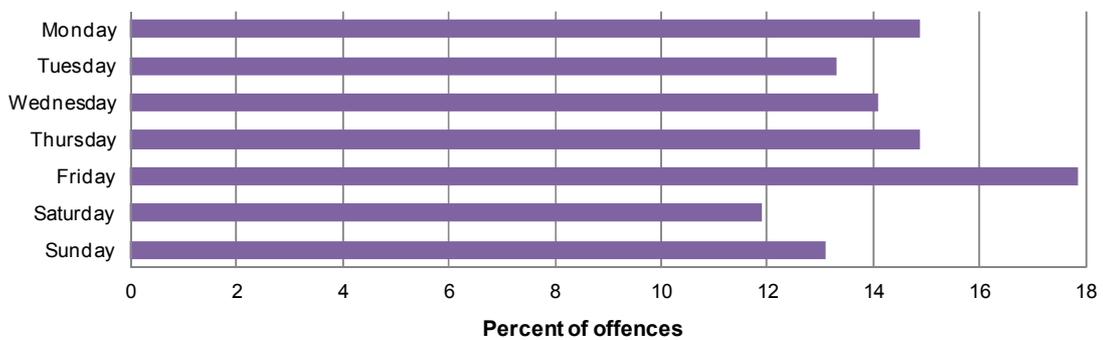
Time and day for sexual offences have been shown to peak at two times during the day, one at noon hour and the other at midnight. These two times during the day account for nearly 25% of all sexual crime in Harrow.

Chart 48: Percentage of sexual offences by time of day



Friday is the peak day for sexual offences, but there does not otherwise appear to be a weekend or weekday pattern.

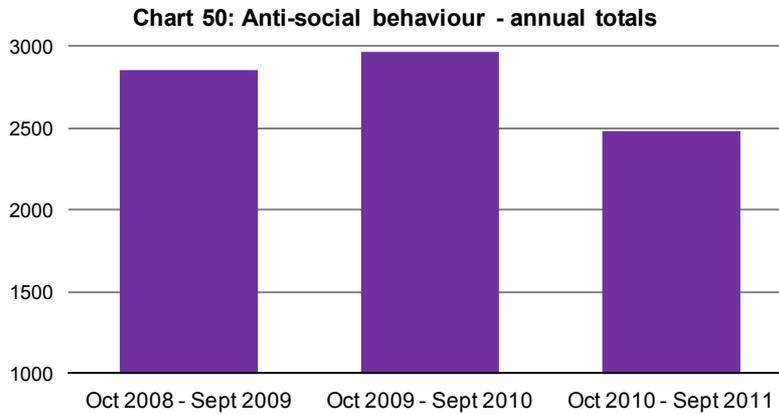
Chart 49: Day of week on which sexual offences took place



Anti-social behaviour (ASB)

Anti-Social behaviour comprises of a cluster of different type of behaviour that over time can often impair the victim’s quality of life. The main types of behaviours included here are: animal nuisance, arson, brothels, criminal damage, racial or religious harassment.

The chart below shows the last three years of anti-social behaviour during the time periods of the strategic assessment. The number of incidents increased in October 2009 – September 2010 and decreased by 16% in October 2010 – September 2011.



Anti-social behaviour - locations

The maps below (figures 13 through 15) show the hotspots of anti-social behaviour over the last three years. The hotspots include in and around the Town Centre and Wealdstone, South Harrow and the northern part of Edgware ward.

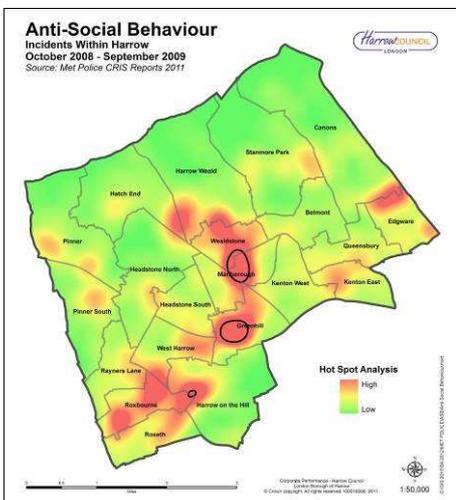


Figure 13

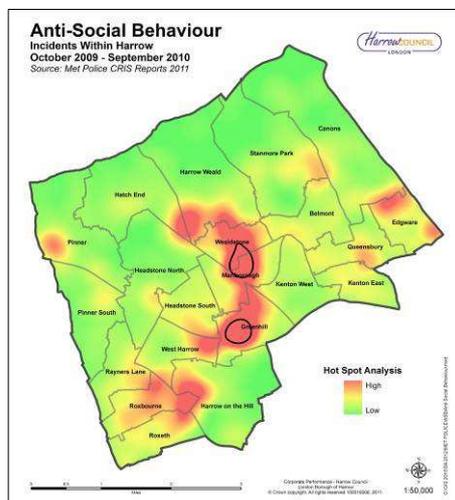


Figure 14

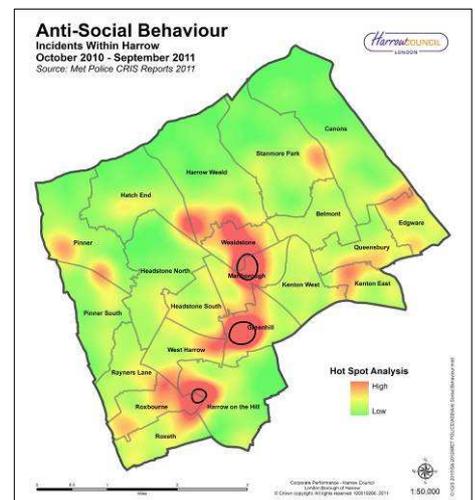
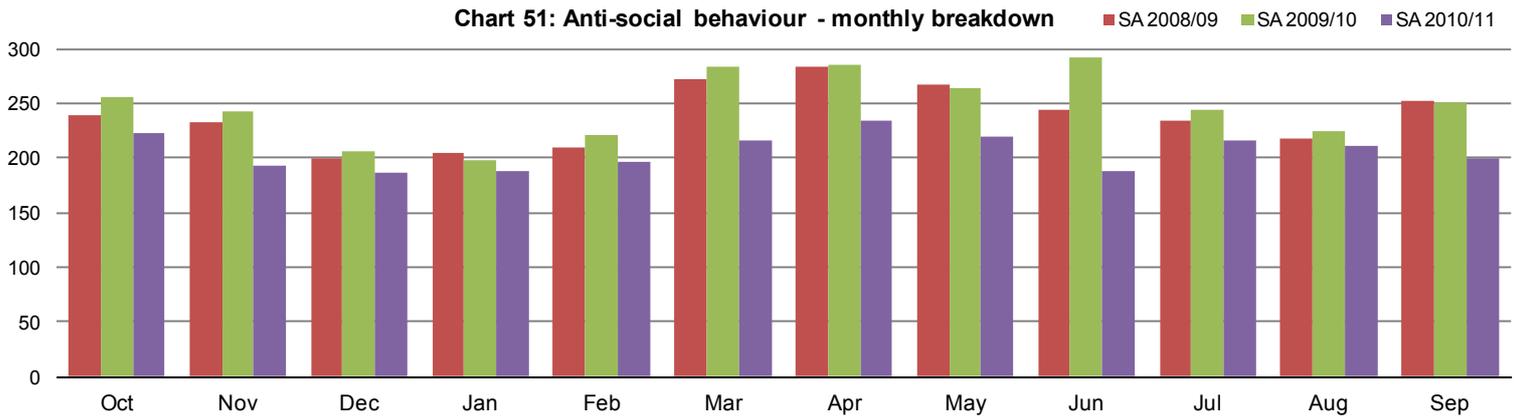


Figure 15

The chart below shows a monthly breakdown of anti-social behaviour for the last three years. It shows an elevated level of offences in the spring, though this was less pronounced in 2010/11.



The table below shows a breakdown of anti-social behaviour by ward. Kenton West, Kenton East and Harrow on the Hill, showed substantial increases in 2010-11 compared to the previous year, but of these only Kenton West showed an increase over the three year period.

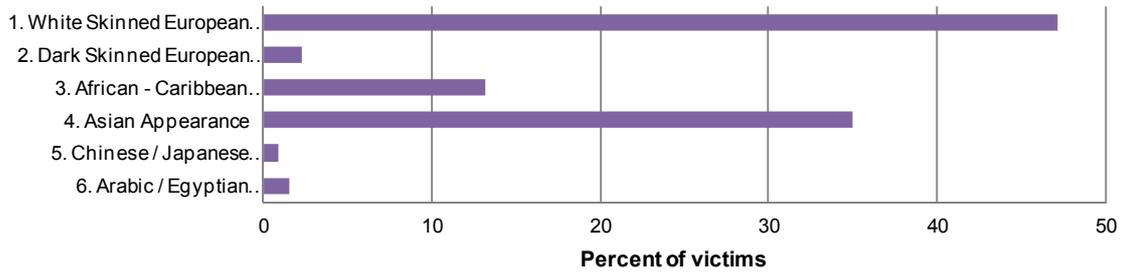
Table 7: Anti-social behaviour offences per ward (per 1000 residents) and percent change

Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	7.6	11.8	7.8	-33.6	3.2
Canons	10.8	11.4	8.1	-28.7	-24.6
Edgware	17.0	18.5	12.6	-31.7	-25.9
Greenhill	21.4	25.9	19.7	-24.2	-8.3
Harrow on the Hill	14.3	13.1	14.1	7.9	-1.4
Harrow Weald	14.1	17.3	13.2	-23.7	-6.6
Hatch End	11.4	10.8	10.1	-6.2	-11.3
Headstone North	9.4	7.6	6.5	-14.3	-30.5
Headstone South	8.4	10.8	7.8	-28.2	-6.9
Kenton East	11.1	8.6	9.5	9.7	-14.6
Kenton West	8.5	6.4	8.5	33.8	1.1
Marlborough	18.7	21.0	16.9	-19.6	-10.1
Pinner	13.0	11.9	12.6	5.9	-3.1
Pinner South	9.1	6.9	7.1	2.8	-22.3
Queensbury	9.1	12.2	8.3	-32.3	-9.5
Rayners Lane	9.4	8.5	6.9	-18.7	-26.0
Roxbourne	19.2	15.8	12.2	-23.0	-36.4
Roxeth	13.7	14.2	10.5	-25.8	-23.3
Stanmore Park	11.3	11.7	10.9	-7.2	-3.3
Wealdstone	19.1	22.4	17.4	-22.4	-8.7
West Harrow	13.0	12.7	11.3	-11.5	-13.5
Averages	12.9	13.4	11.1	-17.0 %	-14.1 %

Victims of anti-social behaviour

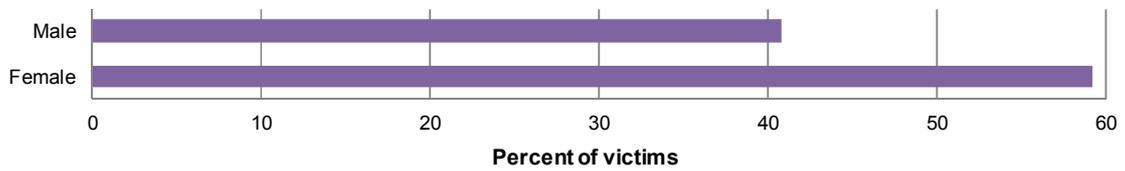
The chart below shows a breakdown of the ethnicity of victims of anti-social behaviour.

Chart 52: Percentage of victims of anti-social behaviour by ethnicity



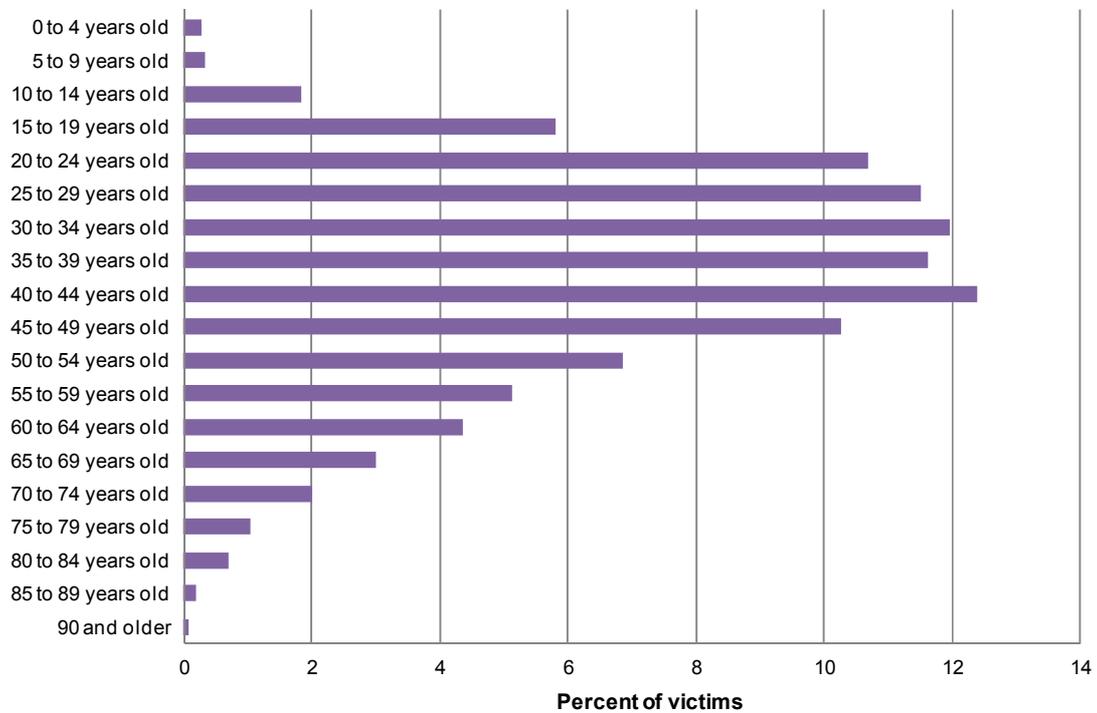
The following chart shows that just fewer than 60% of victims were female.

Chart 53: Percentage of victims of anti-social behaviour by gender



The following chart shows a breakdown of the age category of victims of anti-social behaviour. There was a relatively broad age range of victims, with victims fairly evenly distributed between 20 and 50 years.

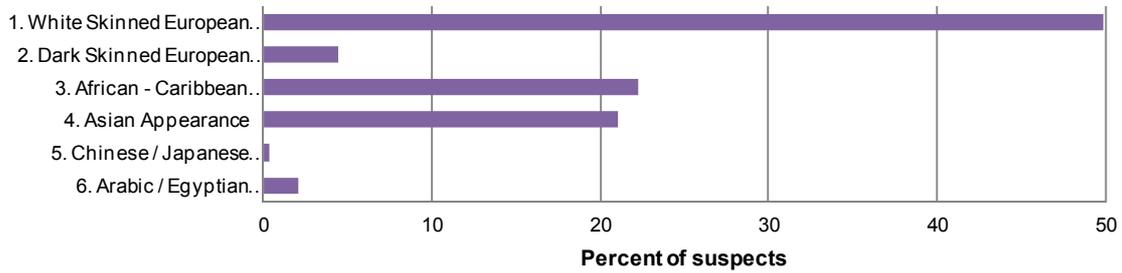
Chart 54: Percentage of victims of anti-social behaviour by age



Suspects of anti-social behaviour

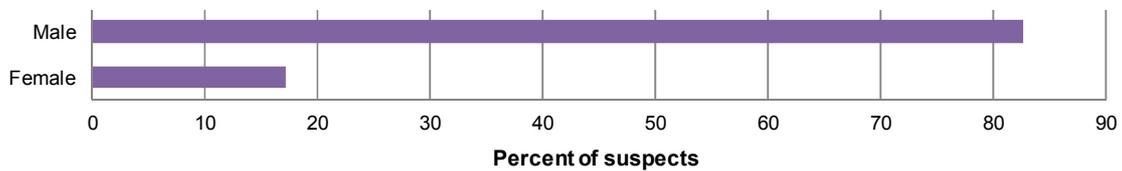
The chart below shows a breakdown of anti-social behaviour suspects. White Skinned European suspects accounted for just under half of all suspects.

Chart 55: Percentage of suspects of anti-social behaviour by ethnicity



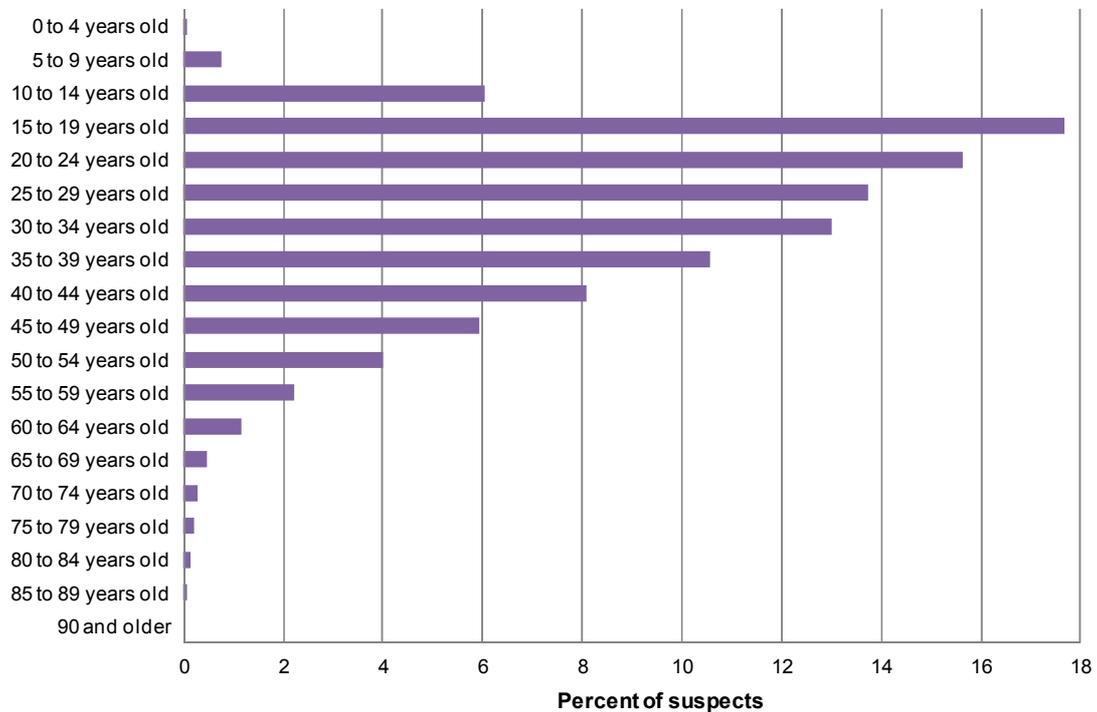
The chart below shows the gender of anti-social behaviour suspects. Slightly more than 83% of offenders were male and nearly 17% of offenders were female.

Chart 56: Percentage of suspects of anti-social behaviour by gender



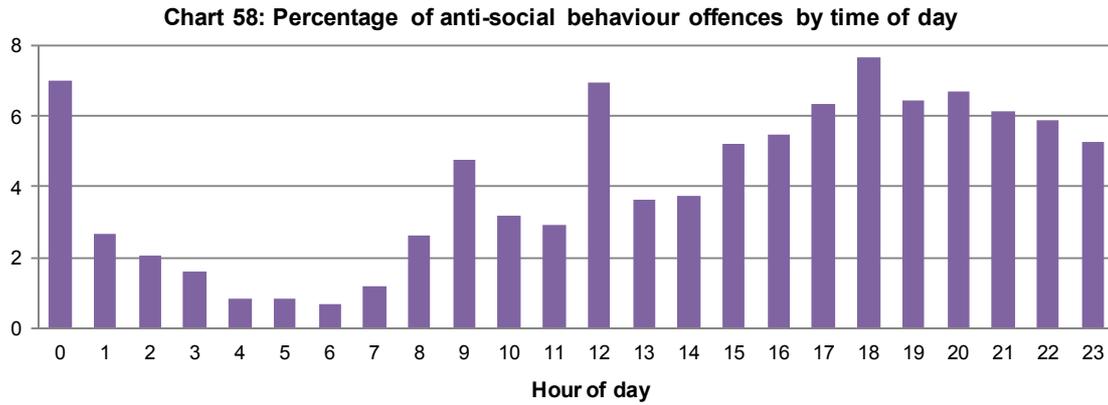
The following chart shows a breakdown of the age category of anti-social behaviour suspects. There is a relatively strong peak of 15-19 years suspects which account for just 18% of all suspects.

Chart 57: Percentage of suspects of anti-social behaviour by age

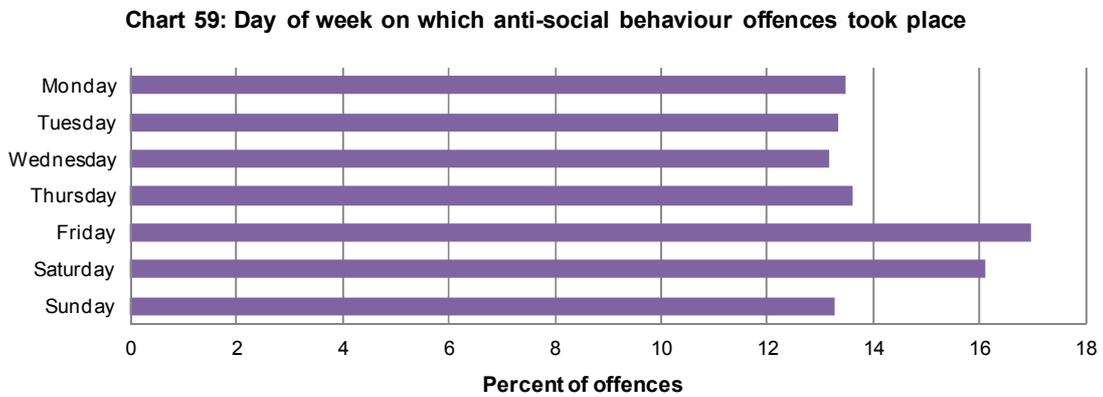


Time and day for anti-social behaviour offences

The spikes at 12:00 and 0:00 are likely to be due to recording time approximately by the victim or police. From 13:00 the number of incidents increases, then declines after 18:00.



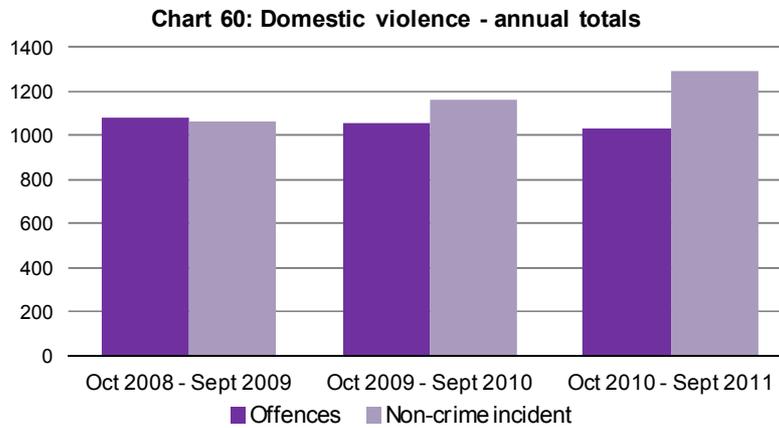
The number of incidents of anti-social behaviour peaked on Friday and Saturday.



Domestic violence

Domestic violence is an offence of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults who are or have been intimate partners or a family member regardless of ones gender. This includes both reports which are recorded as crimes and incidents which are recorded as incidents but not as crimes. These are sometime called “non-crime” or “non-crime book” incidents.

The chart below shows annual totals of domestic violence offences and non-crime incidents. The number of crimes decreased during the three year period by fewer than 5%. On the other hand, the number of non-crime incidents increased by over 8% during the three year period.



Domestic violence - locations

The following maps (figures 16 through 18) hotspots of domestic violence over the last three years. The hotspots have remained more or less constant and include Greenhill, Wealdstone and Marlborough and South Harrow. There are also some minor hotspots in Pinner south and Edgware. It should be noted that domestic violence is relatively dispersed geographically.

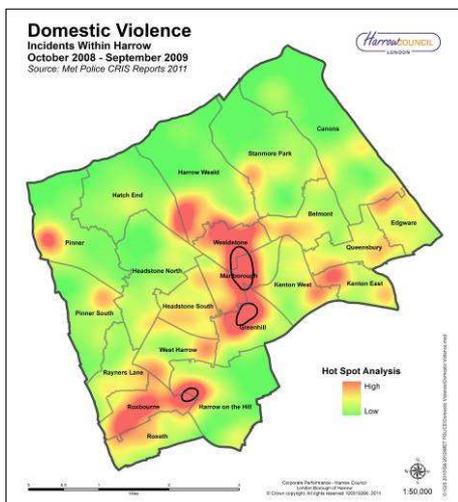


Figure 16

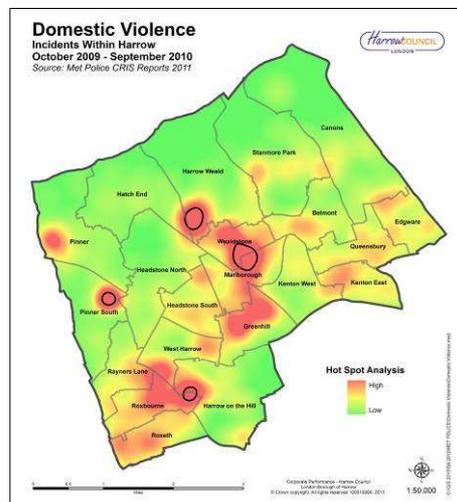


Figure 17

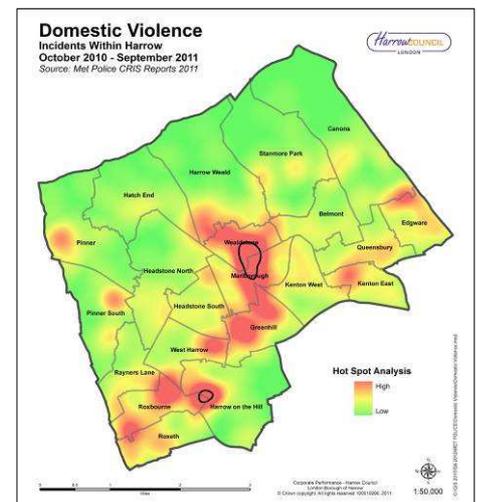
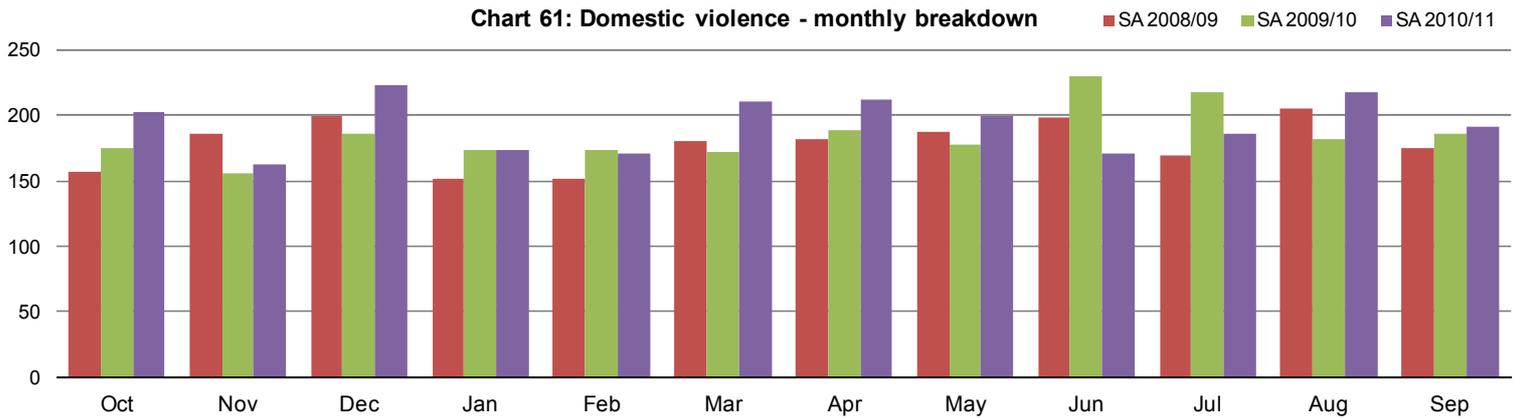


Figure 18

The chart below shows monthly totals of domestic violence for the last three years. There are no clear seasonal patterns.



The following table shows a breakdown of domestic violence by ward over the last three years. Kenton West, Headstone North and Marlborough showed the largest increases in 2009-10 to 2010-11, but none of these wards showed the biggest increases over the three year period.

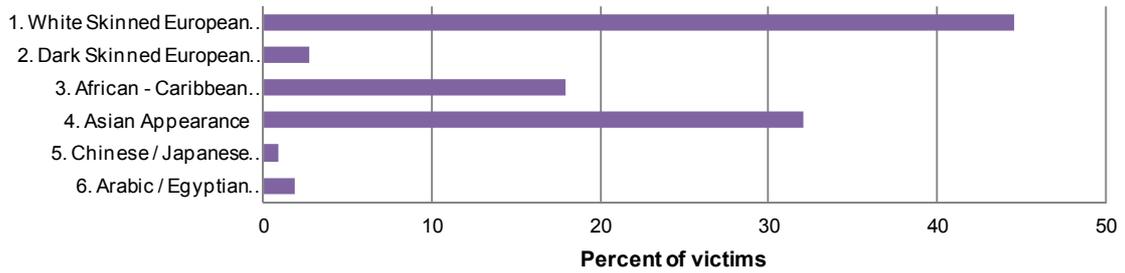
Table 8: Domestic violence offences per ward (per 1000 residents) and percent change

Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	9.1	8.7	8.5	-3.0	-7.4
Canons	8.4	7.4	7.9	6.9	-6.7
Edgware	9.3	10.5	11.6	10.5	25.4
Greenhill	13.5	12.9	15.7	21.7	16.4
Harrow on the Hill	9.3	10.5	11.0	4.4	18.1
Harrow Weald	11.7	12.5	10.6	-14.9	-9.5
Hatch End	6.3	4.9	6.1	25.5	-3.5
Headstone North	6.5	5.4	8.0	47.3	22.7
Headstone South	10.4	11.0	9.8	-11.7	-6.6
Kenton East	9.6	10.3	9.9	-4.3	2.6
Kenton West	7.5	5.8	8.9	53.2	18.8
Marlborough	15.7	13.0	16.4	25.9	4.0
Pinner	7.9	8.8	8.9	1.1	12.7
Pinner South	6.2	8.0	7.7	-3.6	25.0
Queensbury	8.8	9.5	8.6	-10.1	-3.3
Rayners Lane	5.5	9.3	6.9	-25.3	25.4
Roxbourne	14.1	11.8	14.6	24.0	3.7
Roxeth	9.3	13.8	10.6	-23.2	13.7
Stanmore Park	8.3	8.9	7.7	-13.7	-6.8
Wealdstone	16.2	16.0	18.1	13.1	11.7
West Harrow	8.8	9.9	9.6	-2.5	9.7
Averages	9.7	10.0	10.4	4.0 %	7.3 %

Victims of domestic violence

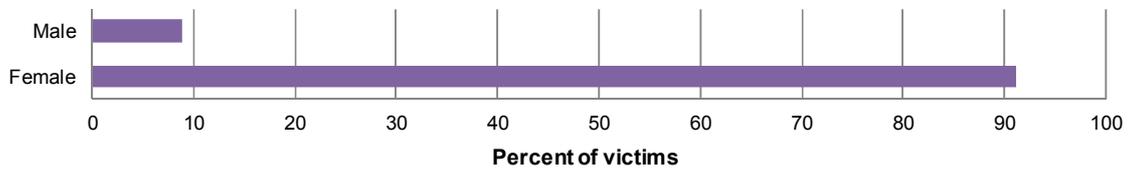
The chart below shows the victims of domestic violence broken down by ethnicity. 44% of victims of domestic violence were White European in appearance.

Chart 62: Percentage of victims of domestic violence by ethnicity



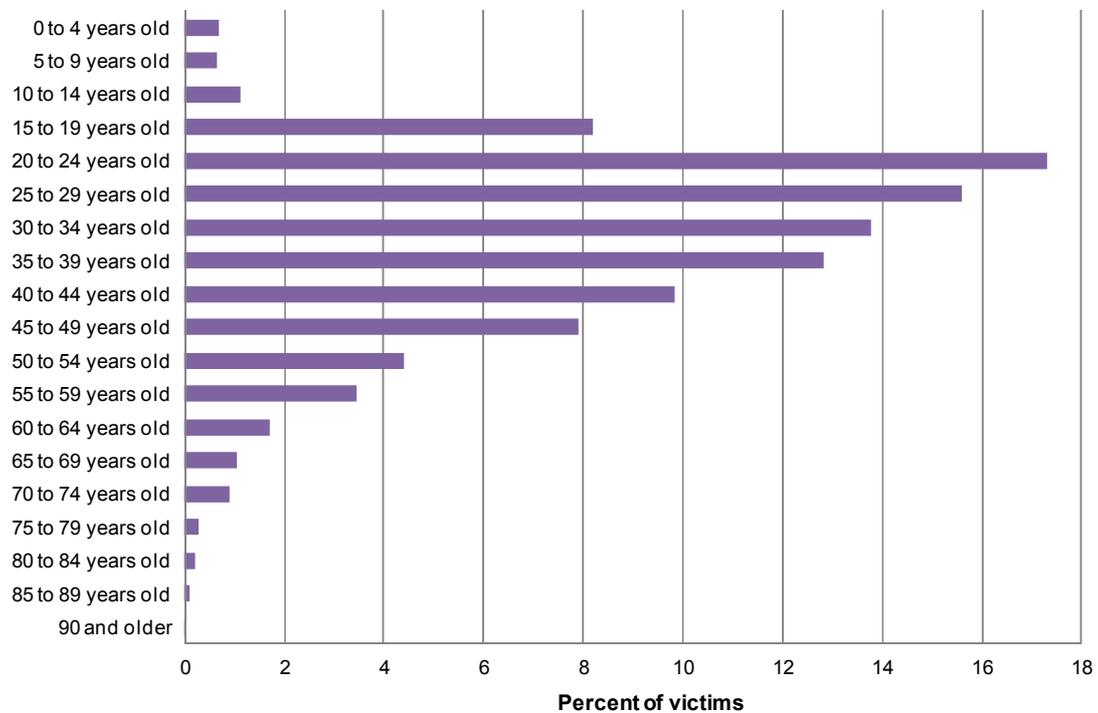
The chart below shows the gender breakdown of domestic violence.

Chart 63: Percentage of victims of domestic violence by gender



The chart below shows the age category of domestic violence victims. The 20-24 years category make up the largest single category, there is a then a fairly steady decline in the older age groups.

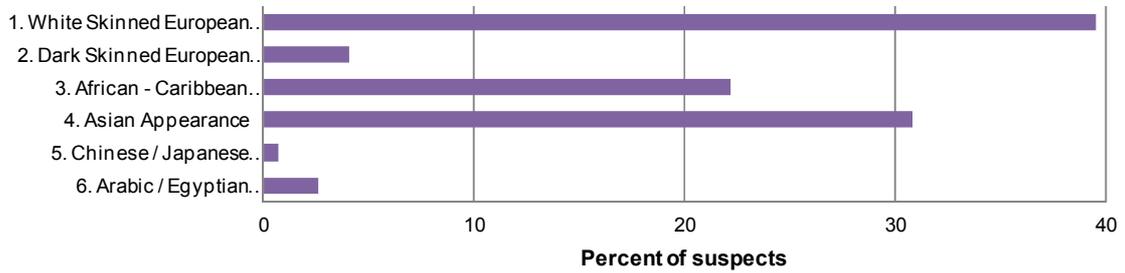
Chart 64: Percentage of victims of domestic violence by age



Suspects of domestic violence

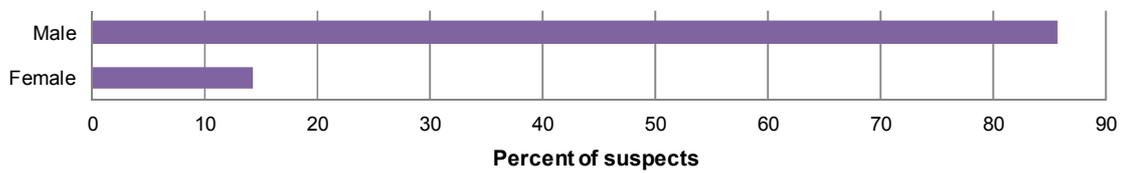
The chart below shows a breakdown of the suspect's ethnicity. There were relatively high numbers of African – Caribbean suspects.

Chart 65: Percentage of suspects of domestic violence by ethnicity



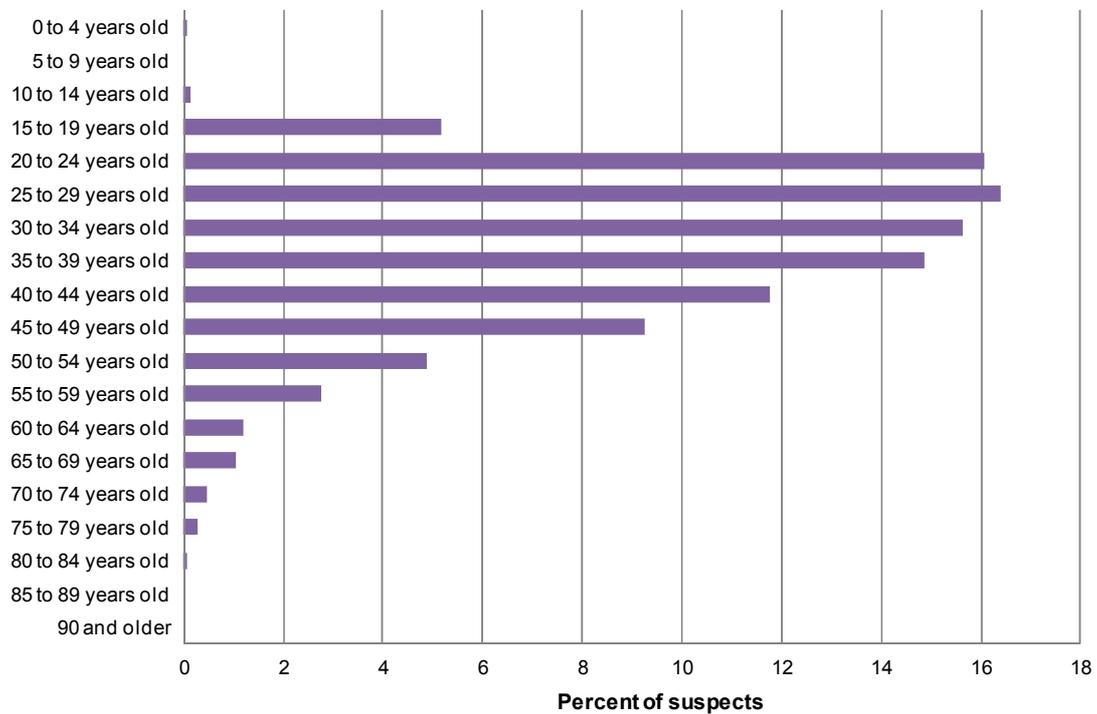
The chart below shows a breakdown of the gender of domestic violence suspect. 85% of suspects were male.

Chart 66: Percentage of suspects of domestic violence by gender



The following chart shows the age profile of domestic violence suspects. 64% of suspects fall between the ages of 20 and 39.

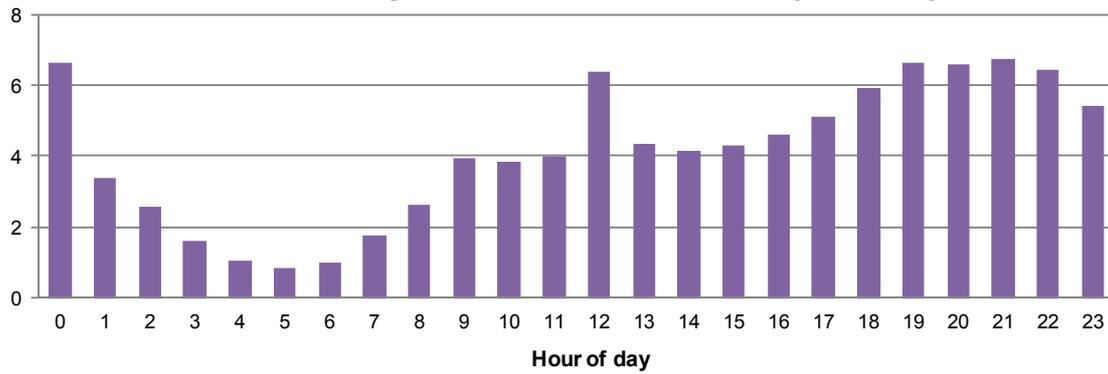
Chart 67: Percentage of suspects of domestic violence by age



Time and day for domestic violence

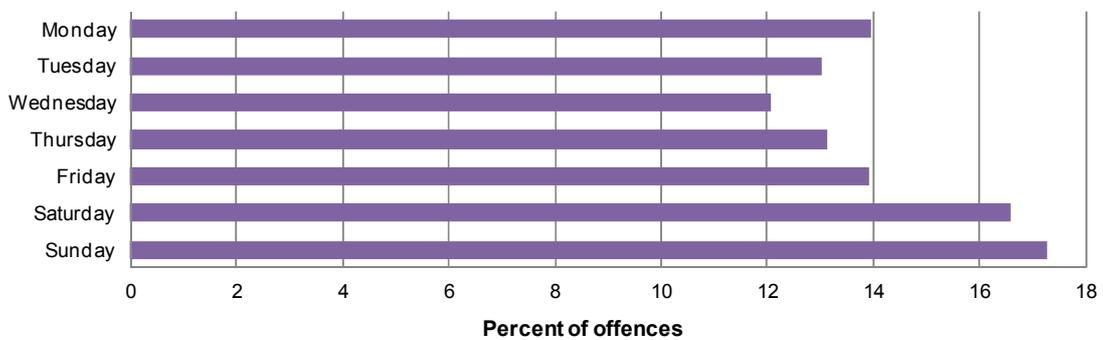
Domestic violence offences peak between 19:00 and 22:00. The spikes around midnight and midday are likely to be due to recording problems.

Chart 68: Percentage of domestic violence offences by time of day



Days of the week are shown in the chart below. Saturday and Sunday were peak days, both accounting for more than 16% of domestic violence offences each.

Chart 69: Day of week on which domestic violence offences took place

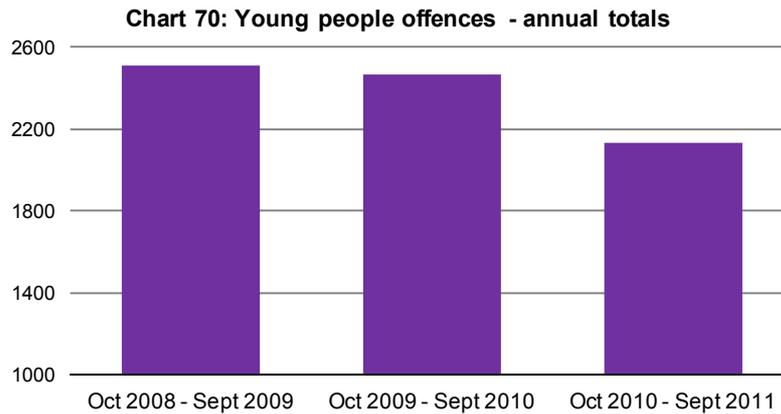


Young people

Young offenders are usually considered to be those under 18 at the time of the offence. Offenders under 18 are also subject to very different types of disposals and interventions once they have been identified with a crime. Custody, for example, is rarely used. This report makes use of a slightly broader age category and includes suspects less than 20 years. Police recorded crime data, on which this report is based, makes use of the victim's estimate of the suspect's age.

The offences most frequently associated with young people include: GBH and wounding, assault, possession of cannabis, shoplifting, personal robbery, theft and criminal damage.

The chart below shows annual totals of the number of offences committed by young suspects over the last three years. The number of offences fell by 2% in the previous period and 17% in most recent year.



Young people - locations

The following maps (figures 19 through 21) show hotspots of youth offending. There has been little change over the three years, with Harrow Town Centre, Wealdstone and to a lesser extent South Harrow the dominant hotspots.

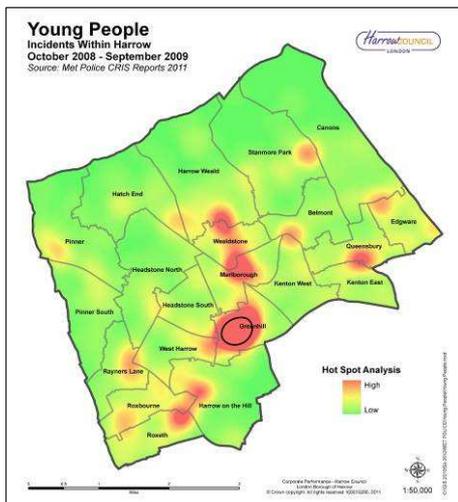


Figure 19

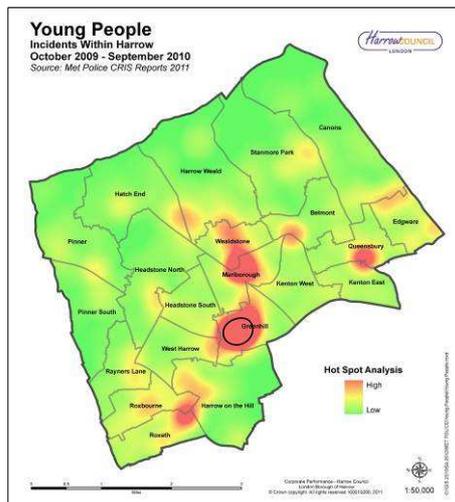


Figure 20

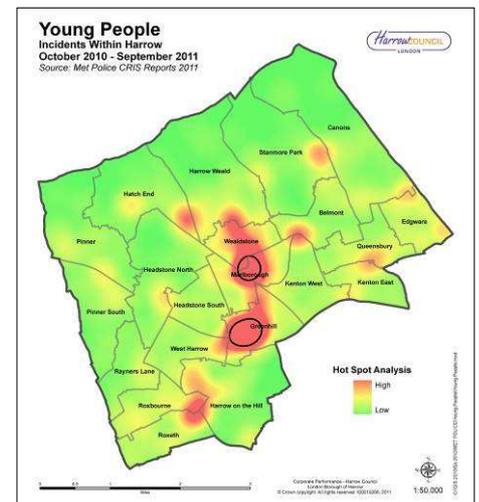
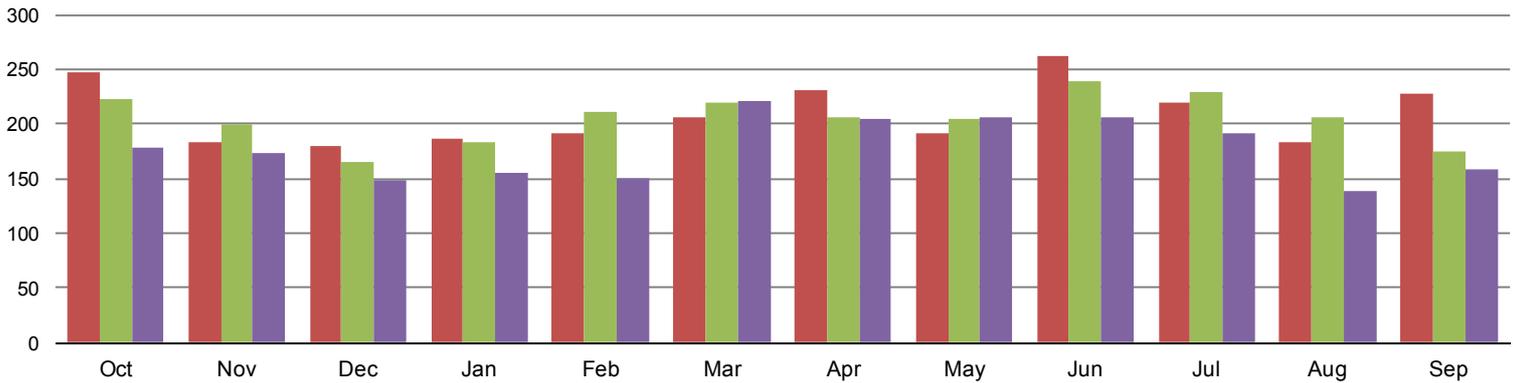


Figure 21

On a month to month analysis of the young people offences, there is a slight increase during the spring and summer months followed by a decrease during the winter months.

Chart 71: Young people offences - monthly breakdown SA 2008/09 SA 2009/10 SA 2010/11



The table below shows youth offending broken down by ward for the last three years. Several wards, in particular Rayners Lane, show substantial decreases in the most recent year and over the three year period. Pinner South ward showed the largest increase in the most recent year, but a relatively small increase over the three year period and from a low base. Marlborough, Hatch End and Wealdstone wards all showed large increases both in the most recent year and over the three year period.

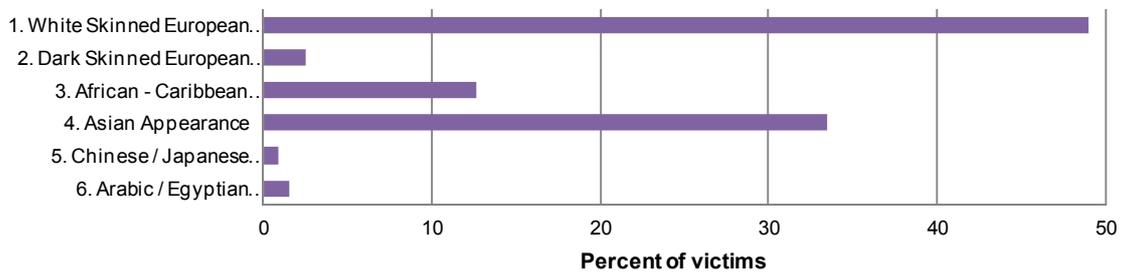
Table 9: Young people offences per ward (per 1000 residents) and percent change

Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	6.4	9.0	6.8	-24.6	7.0
Canons	8.3	9.1	7.3	-20.6	-12.0
Edgware	13.2	13.0	10.1	-22.6	-23.7
Greenhill	37.8	38.0	28.6	-24.8	-24.4
Harrow on the Hill	11.4	9.9	9.8	-0.4	-13.4
Harrow Weald	14.0	11.2	10.4	-6.7	-25.3
Hatch End	7.8	8.0	9.0	11.9	15.5
Headstone North	6.6	7.8	5.3	-31.6	-19.4
Headstone South	6.9	7.4	5.5	-25.1	-19.6
Kenton East	7.5	6.2	6.8	10.6	-8.3
Kenton West	9.3	8.8	7.8	-11.7	-16.2
Marlborough	15.6	18.6	20.7	11.3	32.9
Pinner	9.7	6.9	6.7	-2.9	-30.9
Pinner South	4.8	3.2	5.1	60.6	6.0
Queensbury	11.3	11.9	7.7	-35.5	-32.2
Rayners Lane	8.4	6.7	3.8	-42.3	-53.9
Roxbourne	10.8	10.5	7.5	-28.5	-30.6
Roxeth	13.2	13.6	9.6	-29.5	-27.1
Stanmore Park	10.4	8.6	7.9	-8.7	-24.3
Wealdstone	13.9	14.7	16.1	10.1	15.9
West Harrow	8.6	7.7	6.9	-10.4	-19.8
Averages	11.3	11.1	9.6	-13.9 %	-15.7 %

Victims of young suspects

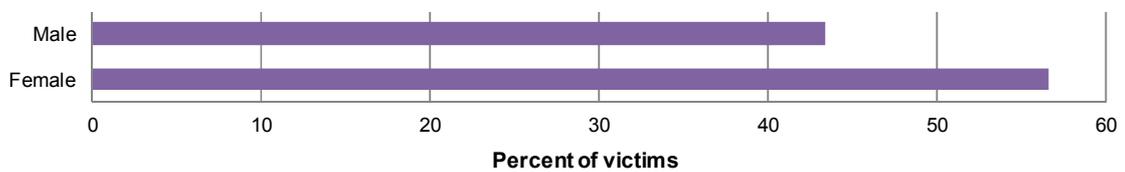
The chart below shows the ethnic breakdown of victims of youth offending. Just fewer than 50% of victims were White.

Chart 72: Percentage of victims from young people by ethnicity



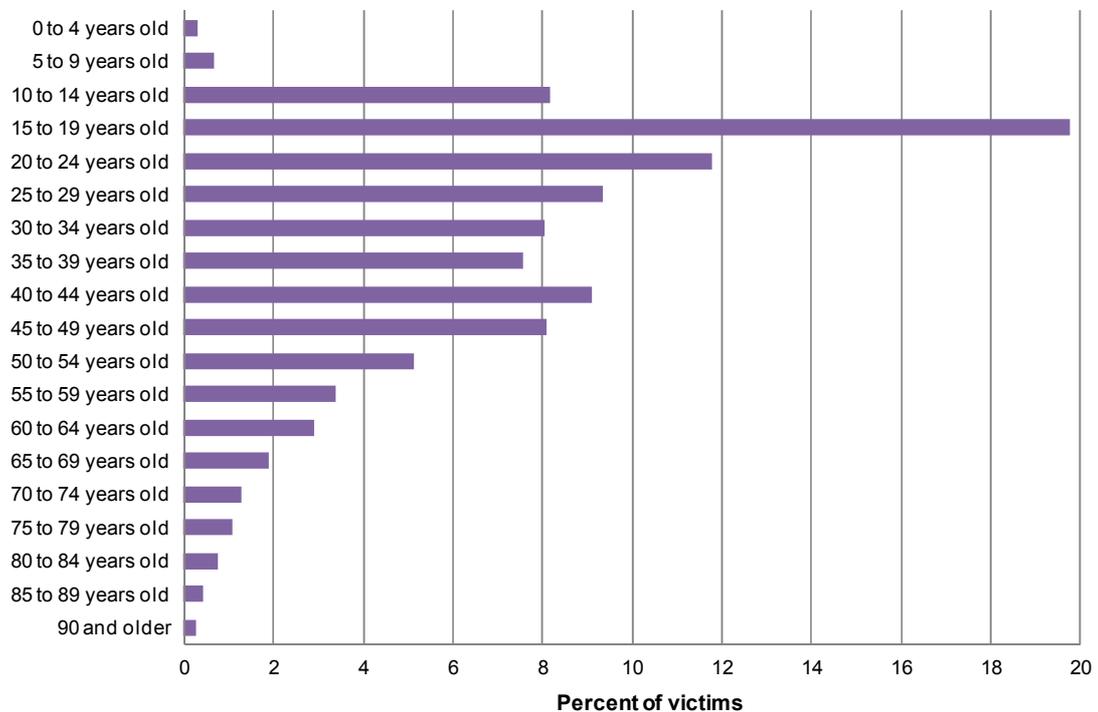
Just fewer than 57% victims were female.

Chart 73: Percentage of victims from young people by gender



As the chart below shows, the 15-19 years age group was the group most likely to be victims of youth offending, accounting for just under 20% of all victims.

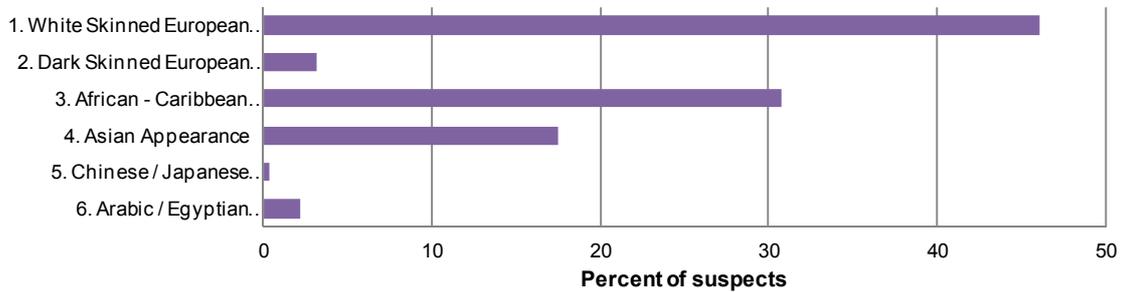
Chart 74: Percentage of victims from young people by age



Suspects from young people offences

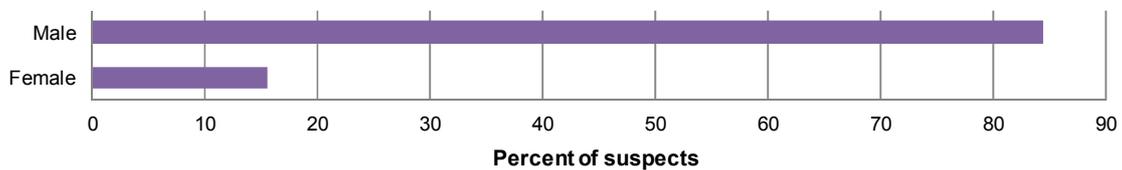
The chart below shows that just fewer than 46% of suspects were White and just over 30% of suspects were African - Caribbean. The percentage of African - Caribbean suspects was disproportionately high in relation to the size of the African - Caribbean population in Harrow.

Chart 75: Percentage of suspects of young people by ethnicity



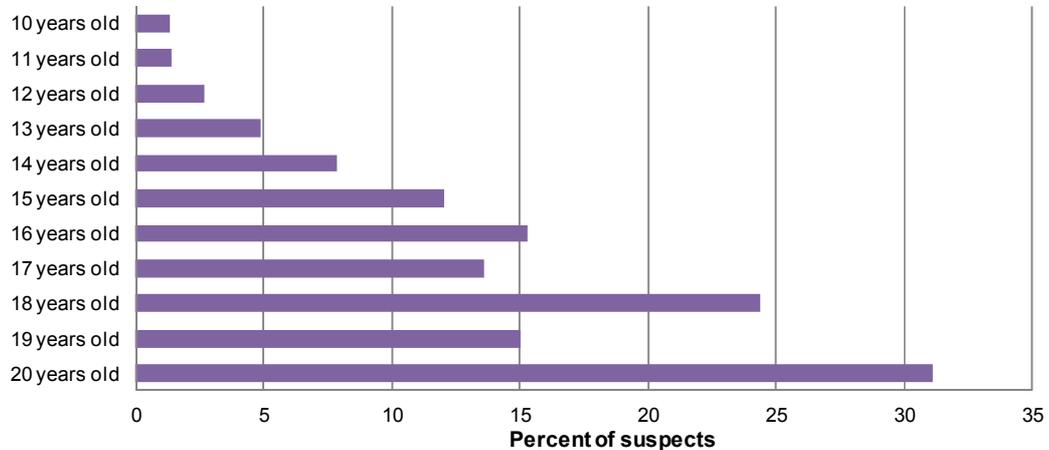
The following chart shows the gender breakdown for young offenders in Harrow. Just over 85% of suspects were male.

Chart 76: Percentage of suspects of young people by gender



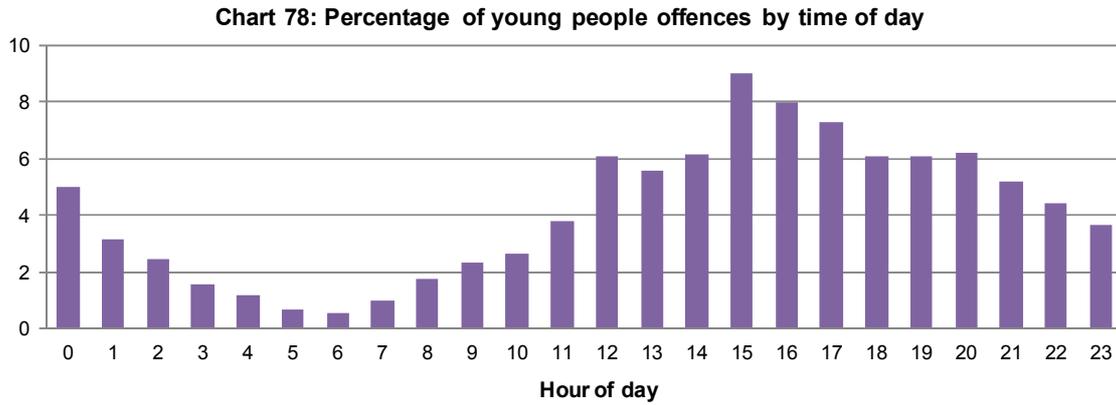
The chart below shows the age breakdown of the suspect's age as reported by the victim. The spikes at 18 and 20 years are likely to be artificially high as the victim is likely to report these ages as they are convenient years to round to.

Chart 77: Percentage of suspects of young people by age

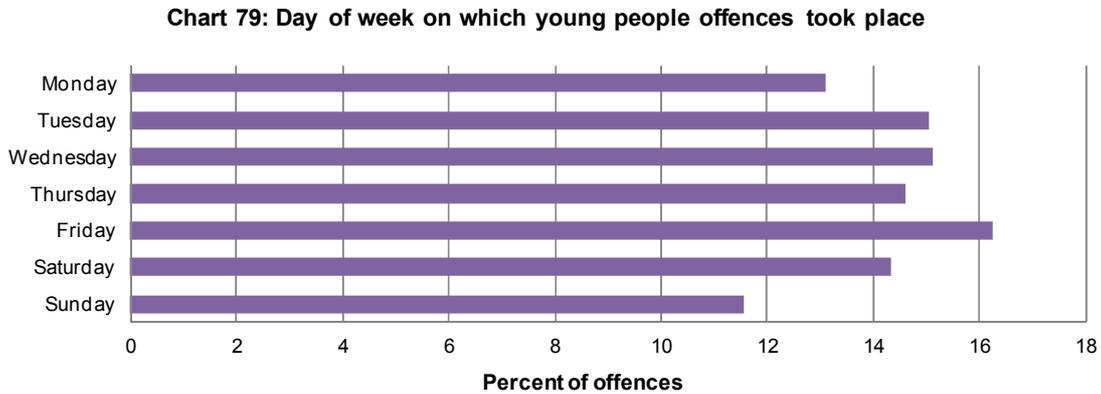


Time and day for young people offences

Offences committed by young people peak earlier than offences committed by offenders over 20 years. The peak hour is between 15:00 and 16:00, which declines until just before midnight.



The chart below shows the days of the week on which offences committed by young people took place. Friday was the day with the highest level of youth offending with just over 16% of all offences committed by young people. Conversely on Sunday, fewer than 12% of offence took place.

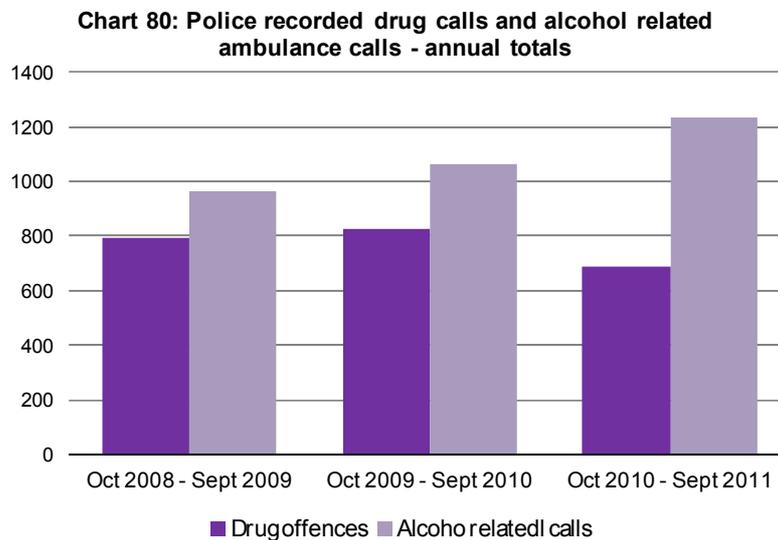


Drug & alcohol misuse

Drug offences comprise possession and supply of banned substances as classified by the Advisory Council on the Misuse of Drugs. Offences cover classifications A, B and C and include widely known drugs such as cannabis, cocaine, and crack as well as artificially created drugs such as amphetamines. Drug misuse is strongly associated with acquisitive crime such as theft and burglary. The supply of drugs is sometimes associated with gang activity. It should also be noted that police detect only a small proportion of illegal drug use. The most recent British Crime Survey, for example, reveals that 9% of respondents aged 16-59 reported illegal drug use in the previous year with 3% having used a class 'A' drug in the previous year.²

Alcohol misuse is defined as a problem differently depending on whether the problem is defined from a public health or community safety perspective (though to a degree the two overlap). From a crime and disorder perspective "binge" drinking and drinking in public, rather than at home are the primary concern as they are strongly associated with violent crime and to a much lesser degree with acquisitive crime. Health related drinking problems such as liver damage are not community safety issues but are included in the alcohol related ambulance calls used in this report.

The chart below shows the last three years of police recorded drug offences and alcohol related ambulance calls. Alcohol related ambulance calls increased by 28% over the three year period. This increase, however, should be treated with some caution, as the analysts who prepare the data are increasingly likely to code the data as alcohol. Drug offences increased slightly in 2009-10 then fell substantially in 2010-11.



² Drug Misuse Declared: Findings from the 2010/11 British Crime Survey. Edited by: Kevin Smith and John Flatley, July 2011

Drug offences and alcohol related ambulance calls - Locations

The following maps (figures 22 through 24) illustrate drug offence hotspots over three years. The number of offences seems to have declined in South Harrow and increased in the northern part of Wealdstone ward and around the border with Harrow Weald.

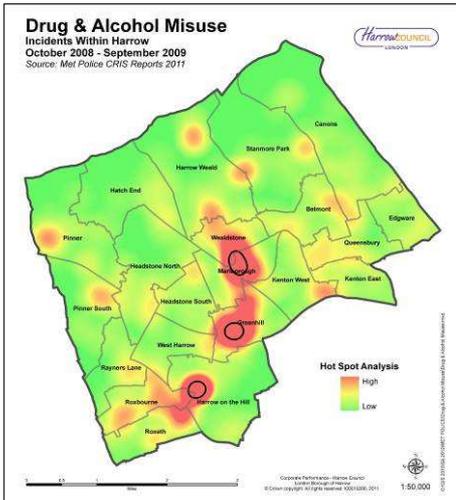


Figure 22

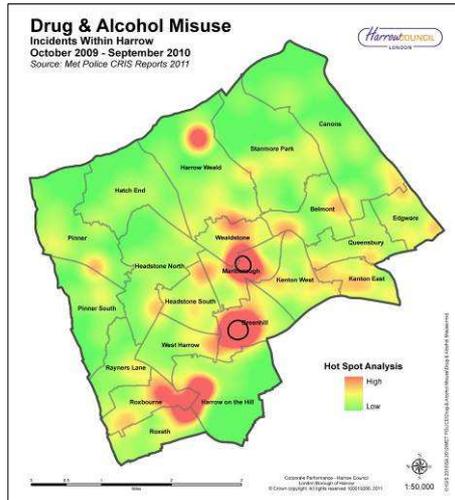


Figure 23

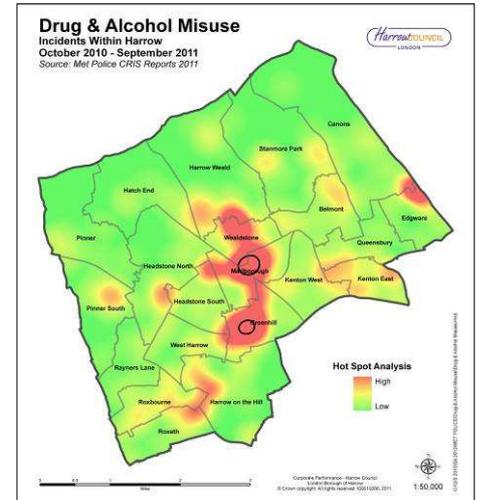


Figure 24

The following maps (figures 25 through 27) show which wards have recorded high levels of alcohol related ambulance calls. Greenhill ward is the dominant ward throughout the three year period. There was also a relatively decrease in Harrow on the Hill ward and a relative increase in Wealdstone ward.

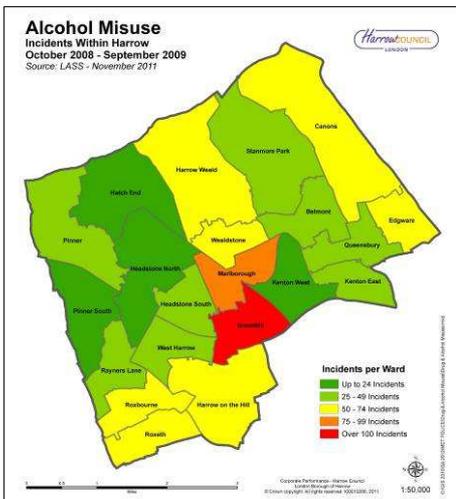


Figure 25

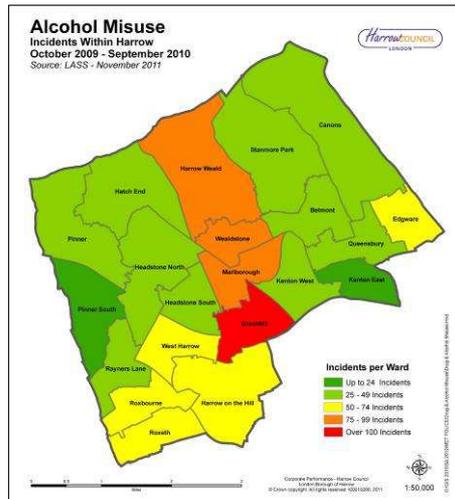


Figure 26

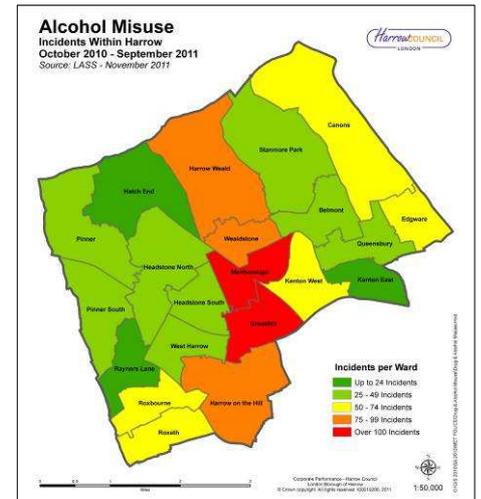
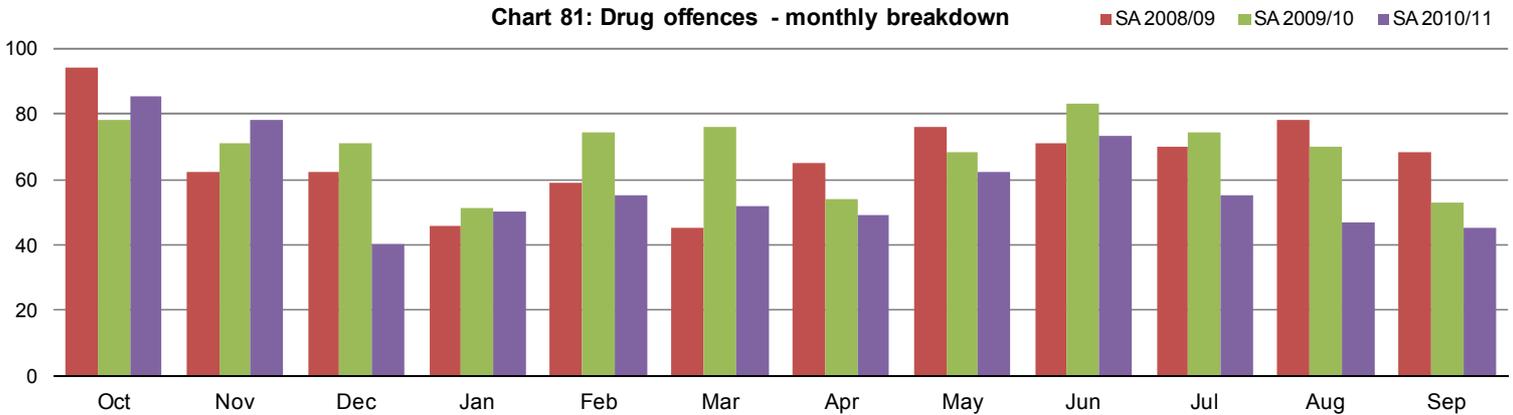


Figure 27

Drug offences and alcohol related ambulance calls – monthly totals

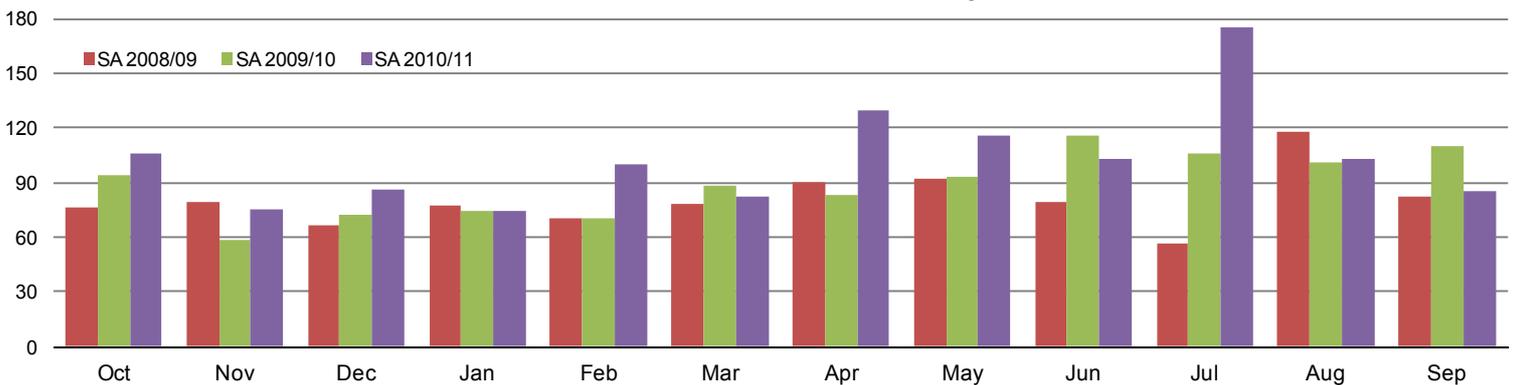
The chart below shows a monthly breakdown of police recorded drug offences. There appears to be a summer peak and a winter dip, but the number of offences was also high in October. As drug offences are to a large degree determined by proactive police activity rather than reported by victims or members of the public, recorded figures are unlikely to accurately reflect levels of drug offences.

Chart 81: Drug offences - monthly breakdown



The chart below shows a monthly breakdown of alcohol related ambulance calls. There is a fairly strong seasonal pattern with a higher number of calls in the summer months and a very pronounced peak in July 2011.

Chart 82: Alcohol related ambulance calls - monthly breakdown



Drug offences

The following table shows drug offences by ward over a three year period. There were substantial changes between wards, which is to be expected with a crime which is relatively infrequent in any single ward.

Table 10: Drug offences per ward (per 1000 residents) and percent change

Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	4.0	3.7	3.7	0.5	-7.2
Canons	3.2	3.1	2.1	-34.7	-36.5
Edgware	2.1	3.4	3.2	-6.2	49.3
Greenhill	8.2	8.8	7.7	-13.2	-6.0
Harrow on the Hill	5.8	3.5	3.2	-9.9	-44.6
Harrow Weald	4.7	5.5	3.9	-28.8	-17.6
Hatch End	1.8	2.0	1.2	-38.1	-31.9
Headstone North	2.8	2.7	2.4	-11.1	-14.3
Headstone South	2.2	3.6	3.3	-9.2	48.5
Kenton East	2.3	4.2	4.5	6.5	99.0
Kenton West	2.4	2.9	2.2	-25.8	-11.5
Marlborough	7.2	6.8	7.2	6.5	-0.1
Pinner	3.8	3.0	1.0	-66.7	-73.7
Pinner South	2.1	1.4	2.1	57.1	0.0
Queensbury	3.1	2.8	1.6	-41.4	-46.9
Rayners Lane	1.5	1.5	0.5	-68.8	-68.8
Roxbourne	4.8	4.6	2.5	-45.8	-48.2
Roxeth	3.5	3.7	2.5	-34.1	-28.9
Stanmore Park	2.2	2.9	2.3	-19.4	8.7
Wealdstone	5.2	4.7	5.8	23.8	11.4
West Harrow	1.9	2.4	2.2	-9.7	14.1
Averages	3.6	3.7	3.1	-16.5 %	-14.0 %

Alcohol related ambulance calls

The table below shows a ward breakdown for ambulance related calls. There were large reductions in Hatch End, Rayners Lane and West Harrow. In several wards there were substantial increases. In Kenton West, calls increased by over 100% and by 264% over the three year period.

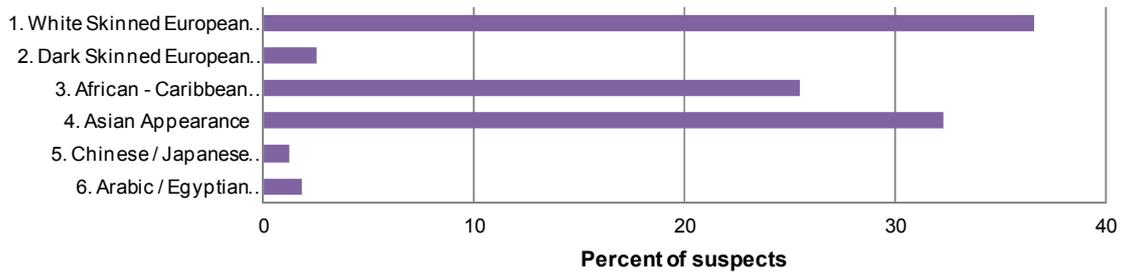
Table 11: Alcohol related ambulance calls per ward (per 1000 residents) and percent change

Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	2.7	2.8	2.9	4.2	8.2
Canons	4.8	4.3	5.6	31.0	18.7
Edgware	5.0	5.9	6.3	7.7	26.3
Greenhill	12.4	13.4	17.8	33.3	43.2
Harrow on the Hill	6.0	6.1	7.2	18.9	20.1
Harrow Weald	6.6	7.0	7.5	8.0	14.1
Hatch End	2.3	3.6	1.8	-50.0	-21.2
Headstone North	1.2	3.3	4.2	27.3	250.0
Headstone South	3.8	2.6	3.3	29.5	-11.4
Kenton East	2.7	1.7	2.2	34.6	-18.3
Kenton West	1.3	2.3	4.8	104.0	264.3
Marlborough	7.8	7.4	10.9	47.3	38.7
Pinner	3.2	2.9	3.5	20.7	9.4
Pinner South	1.7	1.5	2.9	87.5	66.7
Queensbury	2.4	3.7	3.8	5.3	60.0
Rayners Lane	3.4	4.4	2.3	-48.9	-33.3
Roxbourne	4.6	4.3	5.6	29.1	21.2
Roxeth	6.0	5.3	5.1	-3.4	-15.2
Stanmore Park	3.2	3.9	4.5	14.3	41.2
Wealdstone	5.4	7.9	7.8	-0.5	43.5
West Harrow	3.7	5.7	4.2	-25.7	14.5
Averages	4.4	4.8	5.5	15.2 %	26.8 %

Suspects from drug misuse

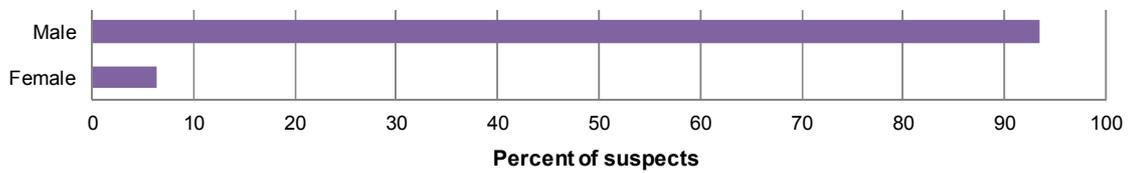
The chart below shows a breakdown of ethnicity of drug offence suspects. 37% of suspects were White Skinned European, 32% Asian and 26% African - Caribbean.

Chart 83: Percentage of suspects of drug misuse by ethnicity



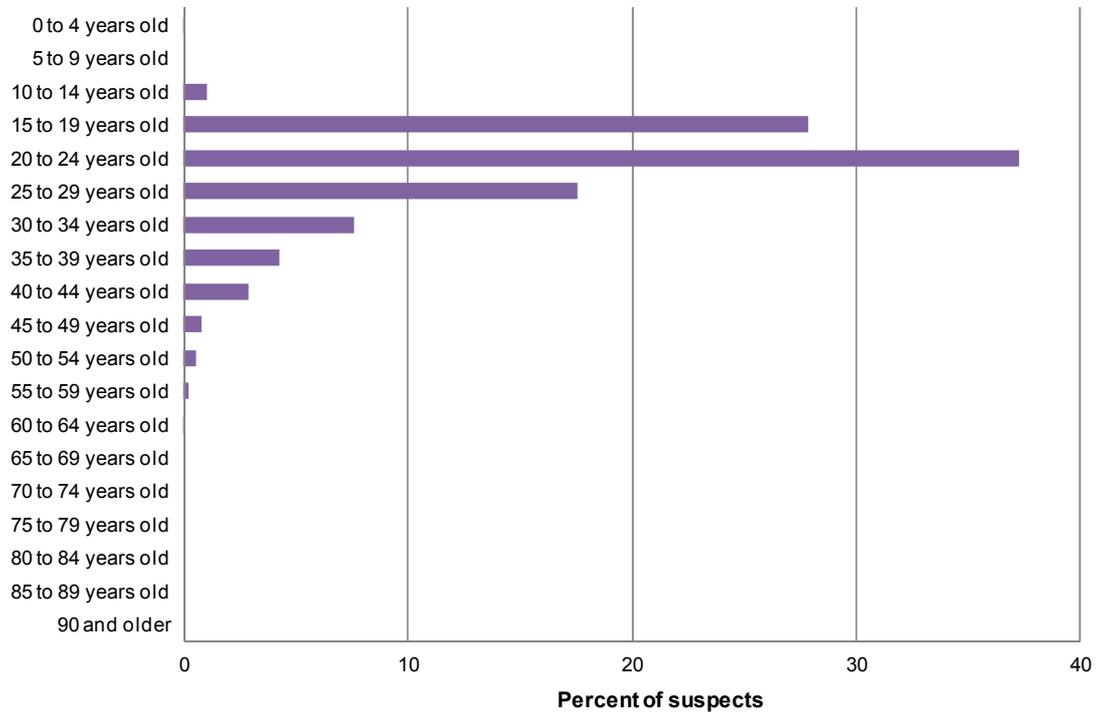
The chart below shows the gender breakdown for drug offence suspects. Just over 93% of suspects were male.

Chart 84: Percentage of suspects of drug misuse by gender



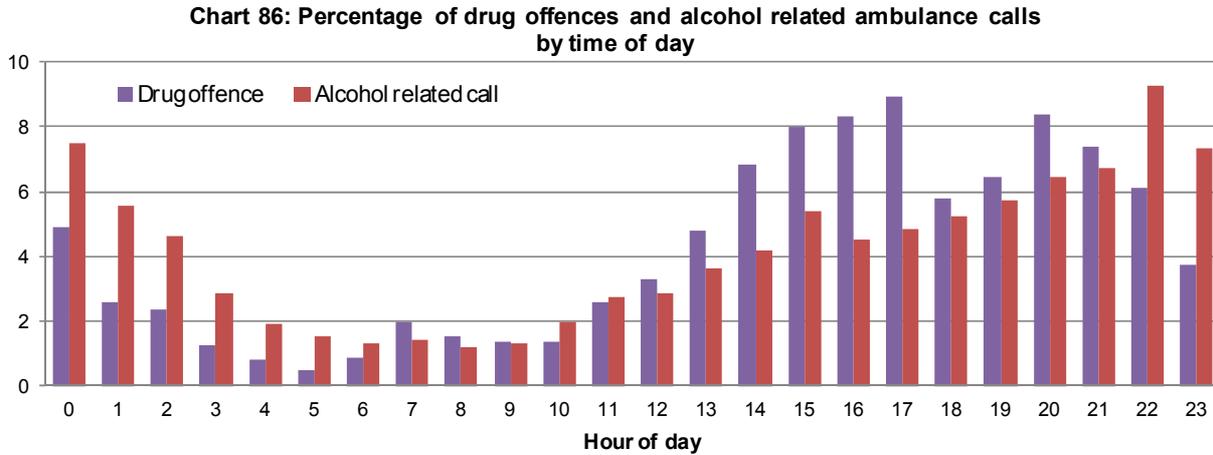
The following below shows the age profile of drug offence suspects. Just fewer than 38% of all suspects were 20-24 years. There was a sharp decline in the age of suspects over 29.

Chart 85: Percentage of suspects of drug misuse by age

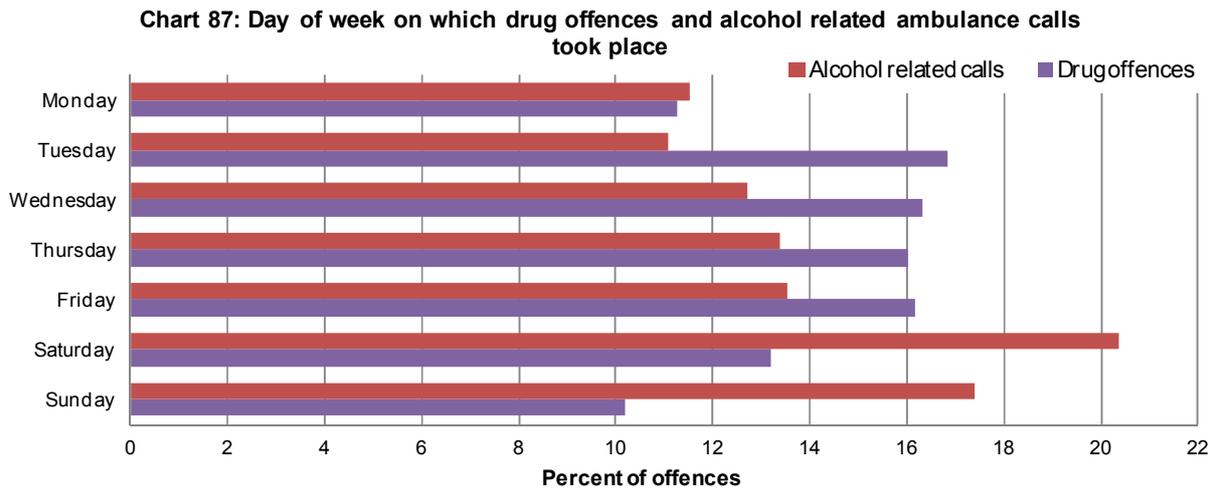


Time and day for drug offences and alcohol related ambulance calls

The chart below shows the times of drug offences and alcohol related ambulance calls. Alcohol related calls show a very distinct pattern increasing steadily from the early afternoon onwards, peaking between 22:00 and 23:00. Drug offences increase from 10 in the morning onwards up to 17:00, then decline sharply and increase again.



Alcohol related calls to the ambulance service show a distinct day pattern with a relatively high level of calls on Saturday and Sunday. There is a less clear pattern with drug offences.



Vulnerable Localities Index

The Vulnerable Localities Index is a measurement tool that makes it possible to identify geographical areas which are likely to have high levels of offending. This tool was created by the Jill Dando Institute, part of University College London.

There are six indicators that are used in the creation of the maps below (figure 28). These indicators included; Criminal Damage, Residential Burglary, Income Deprivation, Employment Deprivation, Education Attainment and Young People aged 15 to 24. Each indicator was graded by the number of households and populations within each Census Output Area. Each Output Area contained an average population of 325 people and an average number of households at 127 for each area.

The Jill Dando Institute has defined any vulnerable area as having a score of 200 or above, although Harrow has relatively few areas that meet this level it is important to observe that the majority of the borough is below the 200 level. Over the three year period there were only five areas, Marlborough, Edgware, Greenhill and Roxbourne that had areas that were classified as having a score over 200.

Vulnerable Localities Index

Areas of concern within Harrow
October 2008 - September 2011

Source: Met Police: CRIS Nov 2011
Source: ONS Jan 2012

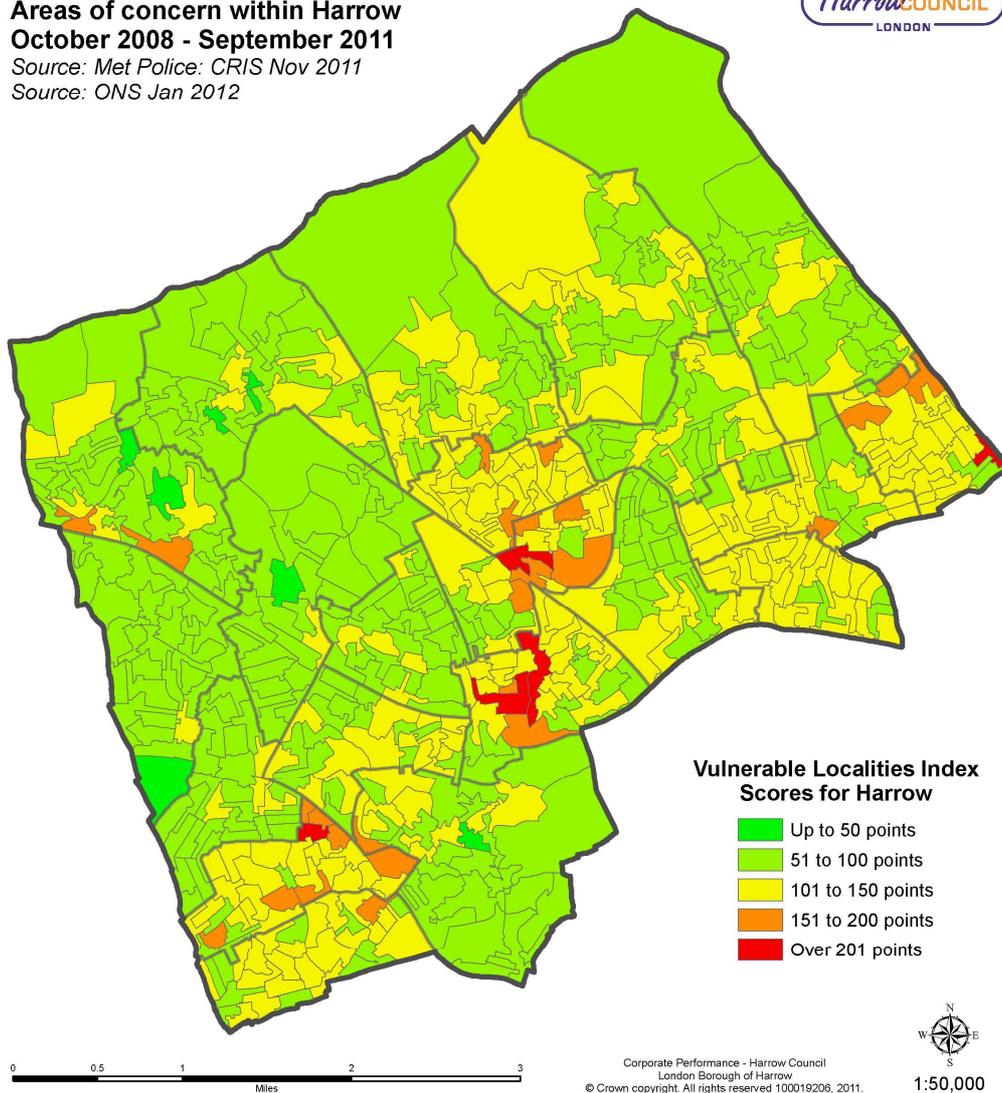


Figure 28

Vulnerable Localities Index during October 2008 and September 2009

There are six indicators that are used in the creation of the maps below. These indicators included; Criminal Damage, Residential Burglary, Income Deprivation, Employment Deprivation, Education Attainment and Young People aged 15 to 24. Each indicator was graded by the number of households and populations within each Census Output Area. Each Output Area contained an average population of 325 people and an average number of households at 127 for each area.

During the 2008-2009 Strategic Assessment, there were five output areas throughout the borough as having a score over 200 points. Based on the averages within the borough there were 2.7 burglaries, 3.0 criminal damage reports, 12.6% of residents between the age of 15 and 24 and 39.4% of residents who had less than level 2 education attainment during October 2008 and September 2009.

The top areas of concern had the following characteristics during the time period:

- An average of 3.2 burglaries reported in each output area for the year
- An average of 23.2 criminal damage reports in each output area for the year
- 17.8% of these residents were between the age of 15 and 24 years of age
- 39.9% of these residents have less than a level 2 form of education

Vulnerable Localities Index

Areas of concern within Harrow
October 2008 - September 2009

Source: Met Police: CRIS Nov 2011
Source: ONS Jan 2012

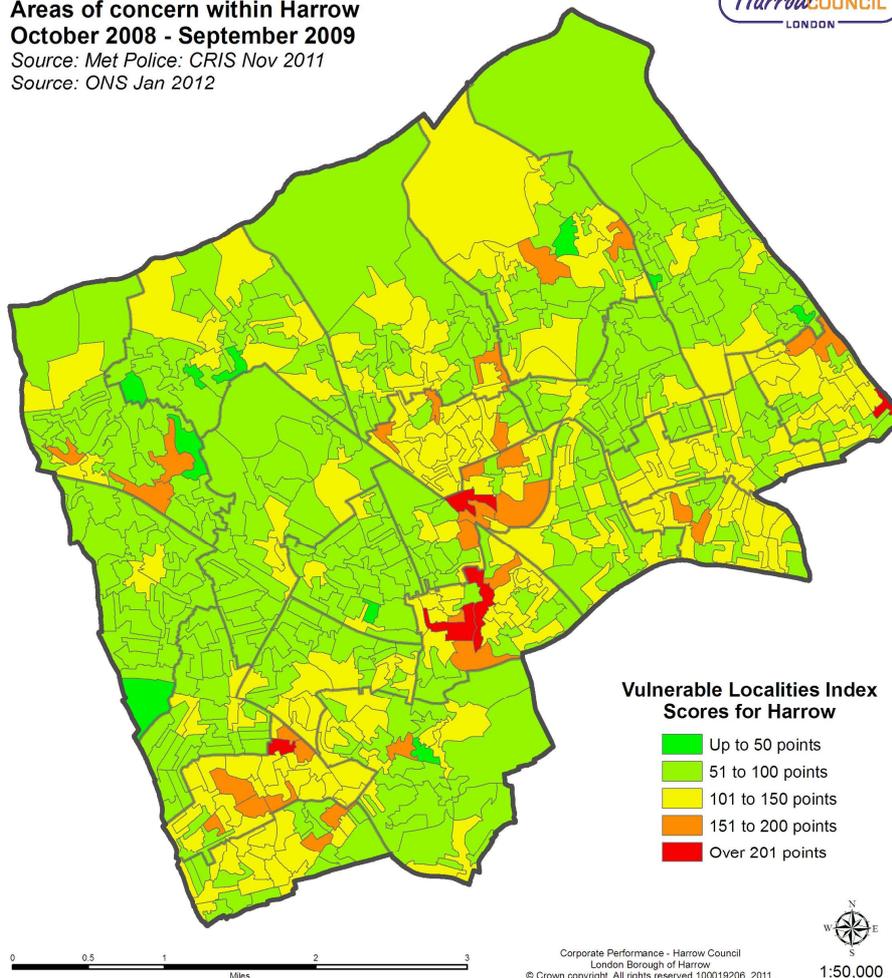


Figure 29

Vulnerable Localities Index during October 2009 and September 2010

There are six indicators that are used in the creation of the maps below. These indicators included; Criminal Damage, Residential Burglary, Income Deprivation, Employment Deprivation, Education Attainment and Young People aged 15 to 24. Each indicator was graded by the number of households and populations within each Census Output Area. Each Output Area contained an average population of 325 people and an average number of households at 127 for each area.

During the 2009-2010 Strategic Assessment, there were nine output areas throughout the borough as having a score over 200 points. Based on the averages within the borough there were 2.9 burglaries, 2.7 criminal damage reports, 12.6% of residents between the age of 15 and 24 and 39.4% of residents who had less than level 2 education attainment during October 2009 and September 2010.

The top areas of concern had the following characteristics during the time period:

- An average of 4.4 burglaries reported in each output area for the year
- An average of 17.0 criminal damage reports in each output area for the year
- 14.8% of these residents are between the age of 15 and 24 years of age
- 42.8% of these residents have less than a level 2 form of education

Vulnerable Localities Index

Areas of concern within Harrow
October 2009 - September 2010

Source: Met Police: CRIS Nov 2011
Source: ONS Jan 2012

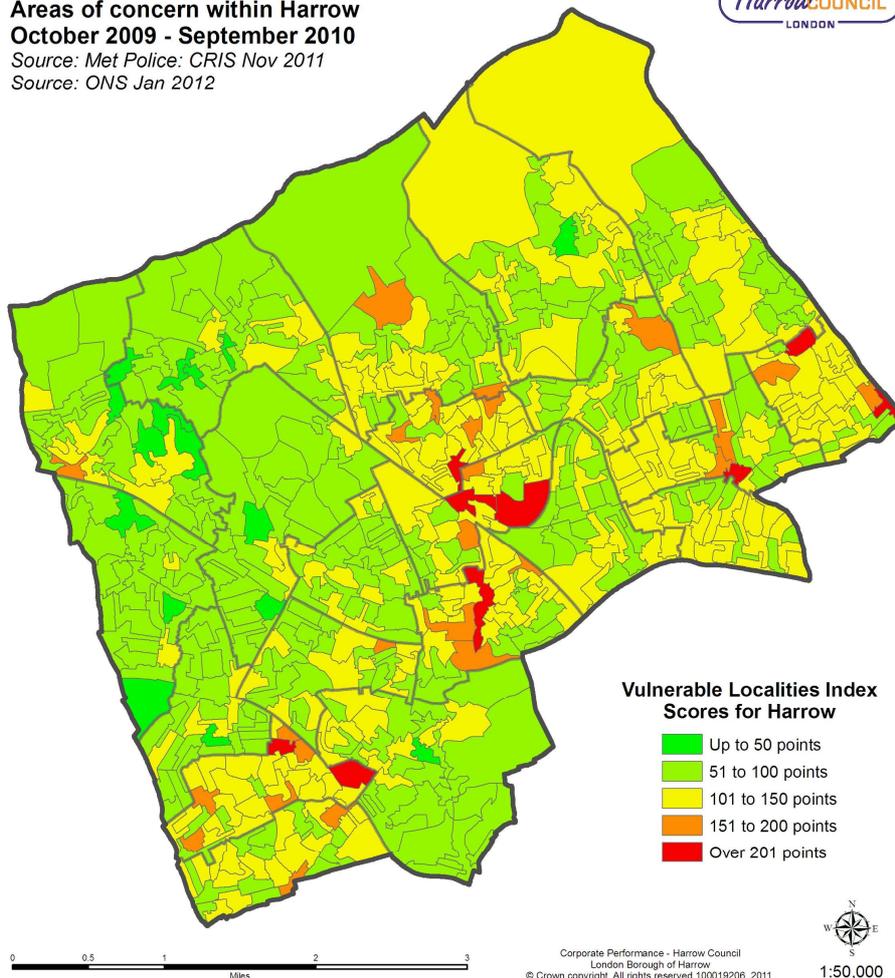


Figure 30

Vulnerable Localities Index during October 2010 and September 2011

There are six indicators that are used in the creation of the maps below. These indicators included; Criminal Damage, Residential Burglary, Income Deprivation, Employment Deprivation, Education Attainment and Young People aged 15 to 24. Each indicator was graded by the number of households and populations within each Census Output Area. Each Output Area contained an average population of 325 people and an average number of households at 127 for each area.

During the 2010-2011 Strategic Assessment, there were five output areas throughout the borough as having a score over 200 points. Based on the averages within the borough there were 3.1 burglaries, 2.1 criminal damage reports, 12.6% of residents between the age of 15 and 24 and 39.4% of residents who had less than level 2 education attainment during October 2010 and September 2011.

The top areas of concern had the following characteristics during the time period:

- An average of 3 burglaries reported in each output area for the year
- An average of 20.6 criminal damage reports in each output area for the year
- 16.3% of these residents are between the age of 15 and 24 years of age
- 37.1% of these residents have less than a level 2 form of education

Vulnerable Localities Index

Areas of concern within Harrow
October 2010 - September 2011

Source: Met Police: CRIS Nov 2011
Source: ONS Jan 2012

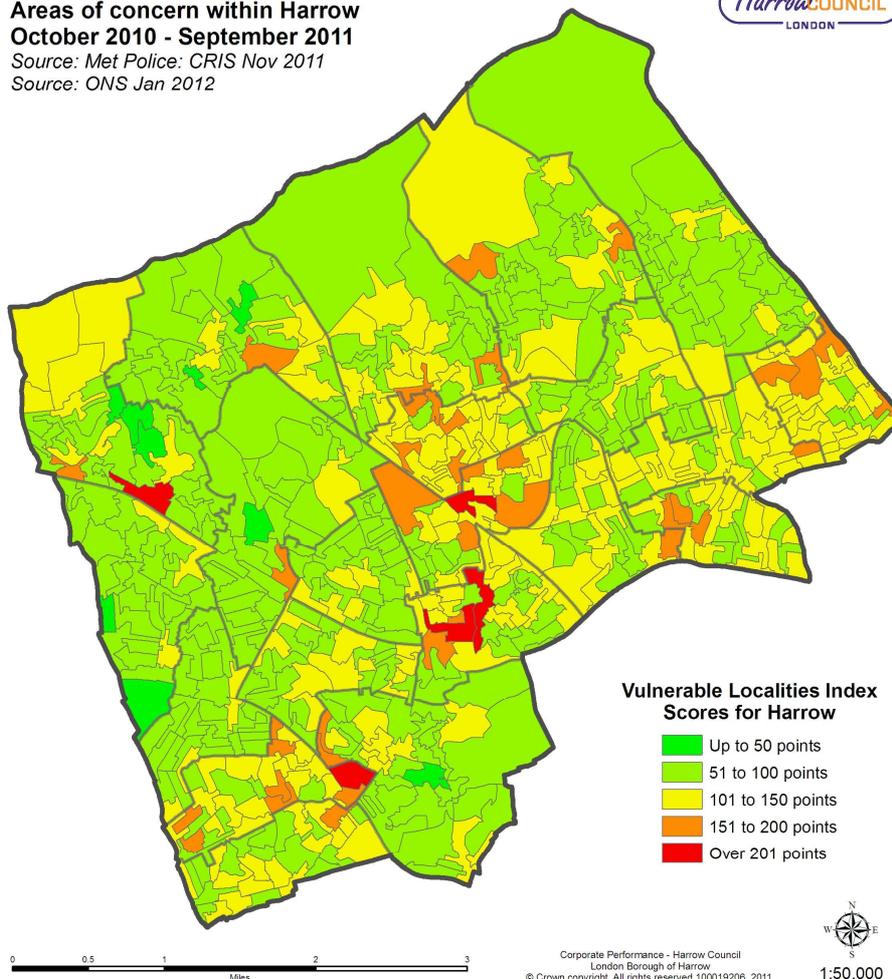


Figure 31

Harrow's crime and ASB hotspots

Harrow Town Centre

The following hotspot maps (figures 32 through 34) include all recorded crime in a 1km radius of Harrow Town Centre for the last three years. There is a high degree of continuity over the three year period.

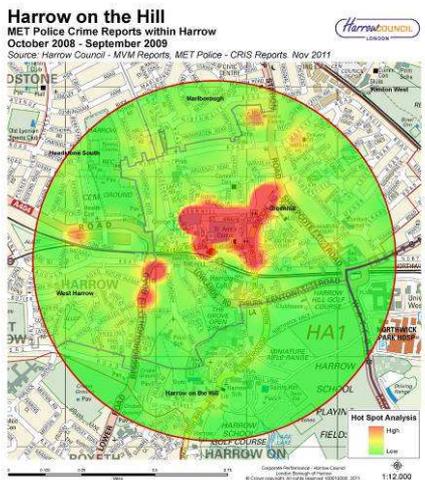


Figure 32

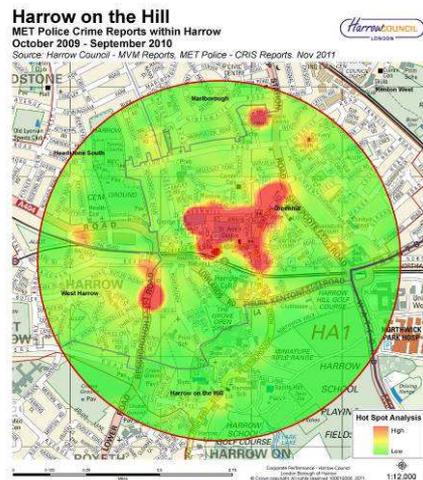


Figure 33

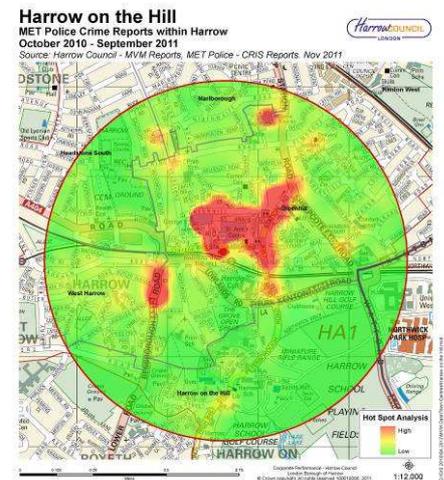


Figure 34

The table below shows the 10 most frequent crimes in the Town Centre. All crimes, with the exception of other theft, decreased in the Town Centre compared to the previous year. This is consistent with other data that indicates that the Town Centre is becoming a safer place. Other theft accounted for 15% of crime in the Town Centre. Shoplifting and pick-pocketing were also high. During the past three years 50% of all shoplifting and 43% of all pick-pocketing took place in and around the Town Centre.

Table 12: Ten most frequent crimes in Harrow Town Centre

Report	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Other theft	361	346	351	1.4	-2.8
Shoplifting under £200	288	242	165	-31.8	-42.7
Theft from vehicle	119	151	115	-23.8	-3.4
Common assault	104	111	101	-9.0	-2.9
Pickpocket	150	109	99	-9.2	-34.0
ABH & M/Wound	97	110	92	-16.4	-5.2
Criminal damage under £500	104	86	80	-7.0	-23.1
False representation	63	97	75	-22.7	19.0
Residential burglary	112	113	71	-37.2	-36.6
Making off without payment	117	147	64	-56.5	-45.3
Total	1515	1512	1213	-19.8 %	-19.9 %

The following maps (figures 35 through 37) show hotspots of environmental -crime such as fly-tipping and noise within a 1km radius of the Town Centre for the last three years. The western part of the circle is the most consistent. The centre and north of the circle show more fluidity over the three year period.

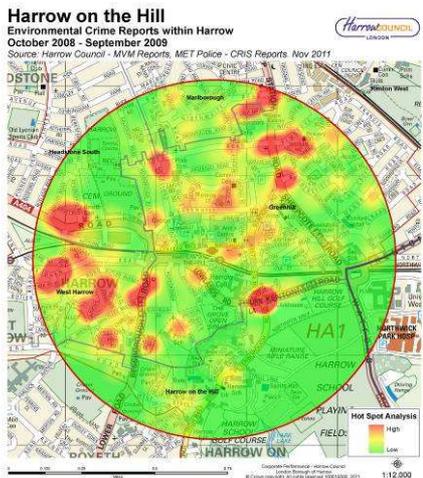


Figure 35

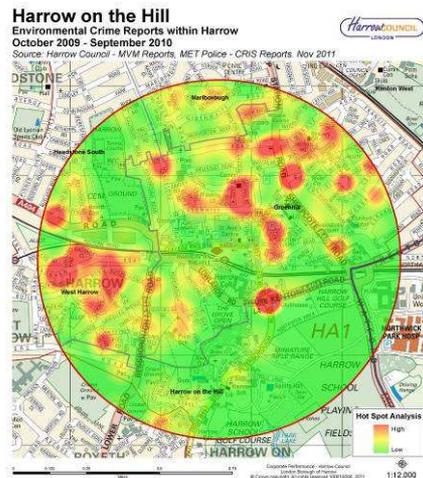


Figure 36

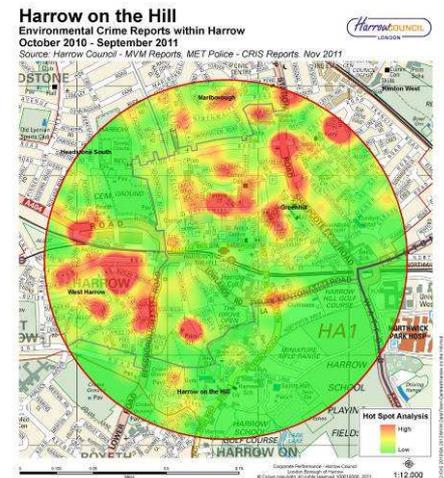


Figure 37

The table below shows the main types of environmental crime problems, noise and nuisance behaviour in the Town Centre. There were reductions in all but one of categories compared to the previous year. Only fly-tipping showed an increase. Over the three year period, all categories had shown a decrease.

Table 13: Environmental crime and other incidents recorded in Harrow Town Centre

Report	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Anti-Social Behaviour	29	24	13	-45.8	-55.2
Fly tipping	222	163	212	30.1	-4.5
Graffiti	41	79	19	-75.9	-53.7
Noise	213	182	157	-13.7	-26.3
Street cleaning	186	151	109	-27.8	-41.4
Vehicles	94	72	43	-40.3	-54.3
Total	785	671	553	-17.6 %	-29.6 %

Wealdstone

The following hotspot maps (figures 38 through 40) include all recorded crime in a 1km radius of Harrow Town Centre for the last three years. There is a high degree of continuity over the three year period. The pattern is relatively consistent over the three year period.

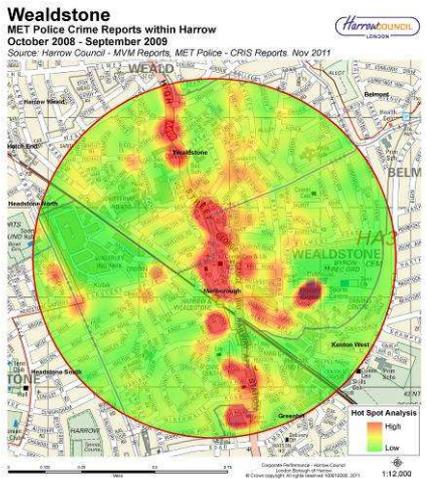


Figure 38

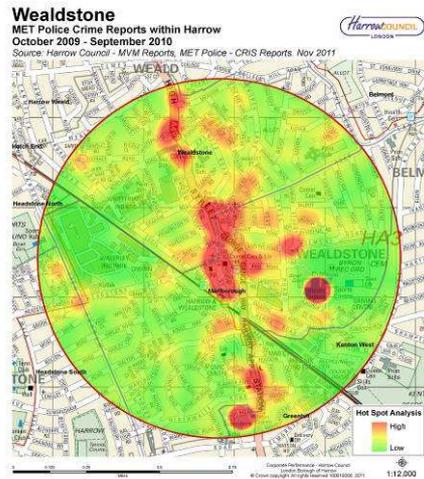


Figure 39

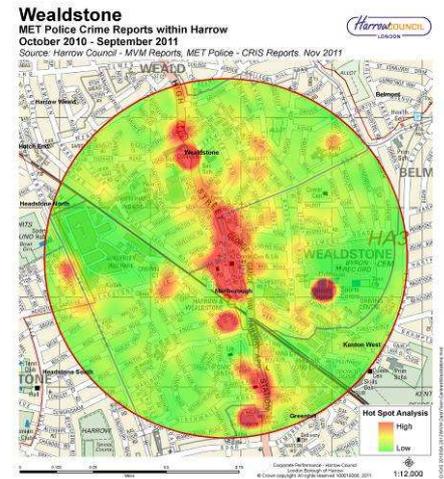


Figure 40

The table below shows that the top 10 most frequent crimes increased in 2009-10 but fell in 2010-11. Over the three year period, there was a 6% increase in the number of top 10 crimes. The crime types which increased in 2009-10 compared to the previous year were residential burglary, possession of cannabis and other theft. All three of these crime types increased over the three year period.

Table 14: Ten most frequent crimes in Wealdstone

Report	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Other theft	129	160	168	5.0	30.2
Residential burglary	123	110	147	33.6	19.5
Theft from vehicle	120	348	116	-66.7	-3.3
Possession cannabis	46	90	106	17.8	130.4
Common assault	127	112	101	-9.8	-20.5
Criminal damage under £500	103	127	95	-25.2	-7.8
ABH & wounding	112	103	94	-8.7	-16.1
False representation	56	90	77	-14.4	37.5
Harassment	44	56	52	-7.1	18.2
Criminal damage vehicle under £500	88	115	50	-56.5	-43.2
Total	948	1311	1006	-23.3 %	6.1 %

The following maps (figures 41 through 43) show hotspots of environmental crime such as fly-tipping and noise within a 1km radius of the centre of Wealdstone for the last three years. There is a very dispersed cluster of hotspots in the circle.

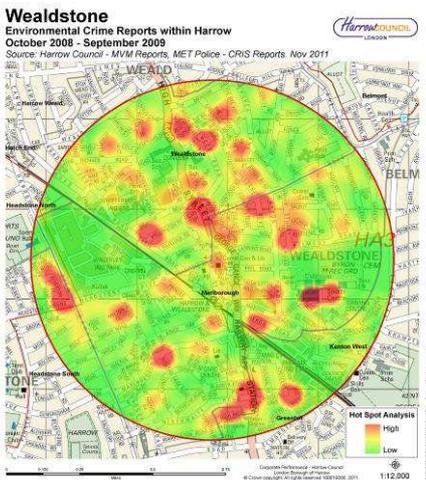


Figure 41

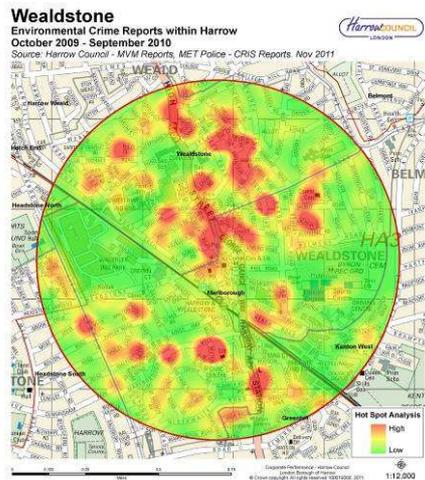


Figure 42

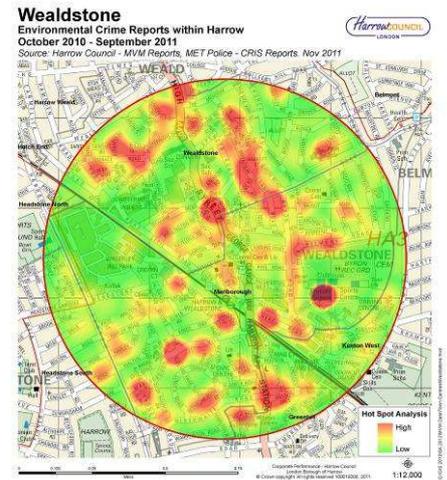


Figure 43

The table below shows the main types of environmental crime problems, noise and nuisance behaviour in the Town Centre. Fly-tipping was the single largest category of incidents, though it had fallen from the previous year and over the three year period. There was a substantial reduction in the number of incidents in the most recent year, with 19% fewer incidents. The number of graffiti and vehicle incidents in particular decreased in the most recent year.

Table 15: Environmental crime and other incidents recorded in Wealdstone

Report	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Anti-Social Behaviour	51	54	39	-27.8	-23.5
Fly tipping	279	273	255	-6.6	-8.6
Graffiti	21	36	13	-63.9	-38.1
Noise	225	192	181	-5.7	-19.6
Street cleaning	155	166	120	-27.7	-22.6
Vehicles	144	101	58	-42.6	-59.7
Total	875	822	666	-19.0 %	-23.9 %

Edgware

The following hotspot maps (figures 44 through 46) include all recorded crime in a 1km radius of Harrow Town Centre for the last three years. There is a high degree of continuity over the three year period in terms of the location of hotspots.

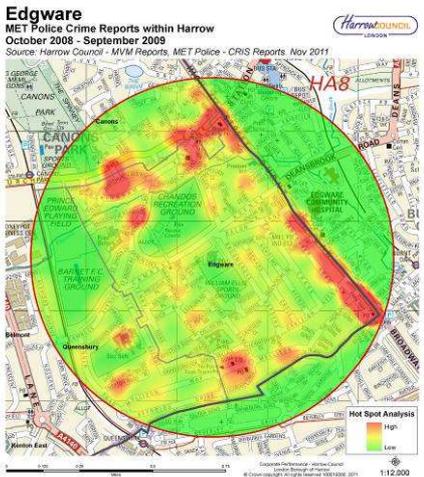


Figure 44

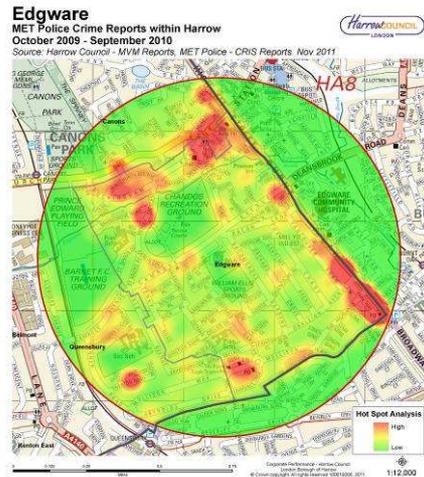


Figure 45

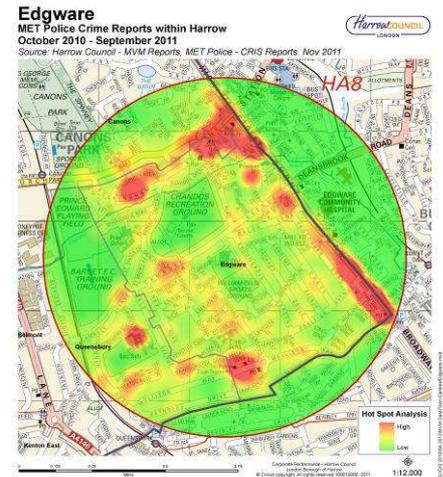


Figure 46

The following chart illustrates the top ten crimes committed within this area during the last three years. The top crime over the three years was residential burglary which accounted for 19% of the top 10 crimes in 2010-11. There were substantial decreases in wounding, criminal damage under £500 and telecommunications offences.

Table 16: Ten most frequent crimes in Edgware

Report	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Residential burglary	47	131	121	-7.6	157.4
Other theft	84	98	100	2.0	19.0
Theft from vehicle	95	85	93	9.4	-2.1
Common assault	64	86	74	-14.0	15.6
Criminal damage under £500	71	75	62	-17.3	-12.7
False representation	41	41	49	19.5	19.5
ABH & wounding	69	69	48	-30.4	-30.4
Criminal damage vehicle under £500	50	47	38	-19.1	-24.0
Possession cannabis	13	41	33	-19.5	153.8
Telecommunications offences	35	33	23	-30.3	-34.3
Total	569	706	641	-9.2 %	12.7 %

The following maps (figures 47 through 49) show hotspots of environmental crime such as fly-tipping and noise within a 1km radius of the centre of Wealdstone for the last three years. There is a very dispersed cluster of hotspots in the circle.

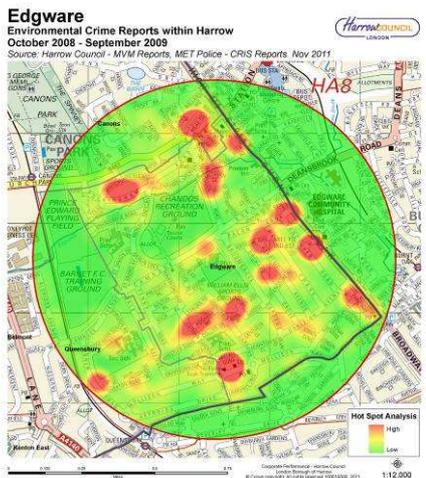


Figure 47

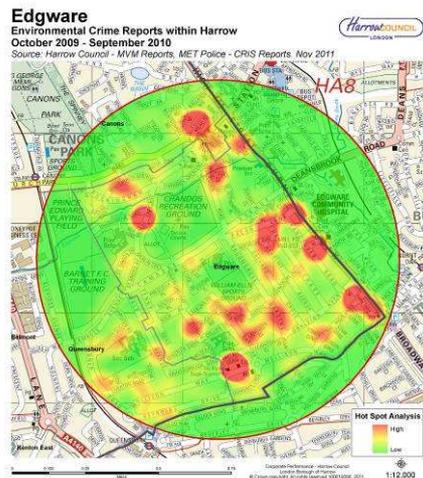


Figure 48

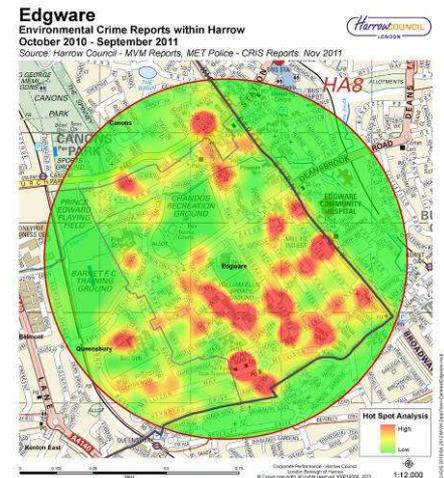


Figure 49

The table below shows the main types of environmental crime problems, noise and nuisance behaviour in the Edgware. Fly-tipping was the single largest category of incidents by a substantial margin. Fly-tipping showed relatively moderate decreases compared to decreases to all but one of the other categories. Anti-social behaviour showed a larger decrease in the most recent year, but more than doubled over the three year period as a whole.

Table 17: Environmental crime and other incidents recorded in Edgware

Report	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Anti-Social Behaviour	23	88	48	-45.5	108.7
Fly tipping	451	465	429	-7.7	-4.9
Graffiti	11	4	1	-75.0	-90.9
Noise	179	171	123	-28.1	-31.3
Street cleaning	162	178	146	-18.0	-9.9
Vehicles	127	91	67	-26.4	-47.2
Total	953	997	814	-18.4 %	-14.6 %

South Harrow

The following hotspot maps (figures 50 through 52) include all recorded crime in a 1km radius of South Harrow for the last three years. There is a high degree of continuity over the three year period in terms of the location of hotspots, with a strip along Northolt Road around South Harrow Station. The location of South Harrow within relatively small parts of three wards: Roxeth, Roxbourne and Harrow on the Hill, can make it more difficult to identify problems and coordinate interventions.

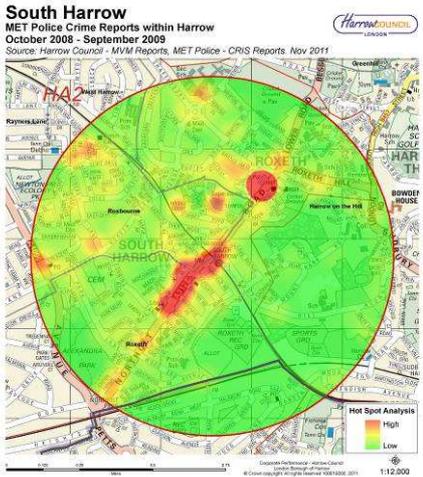


Figure 50

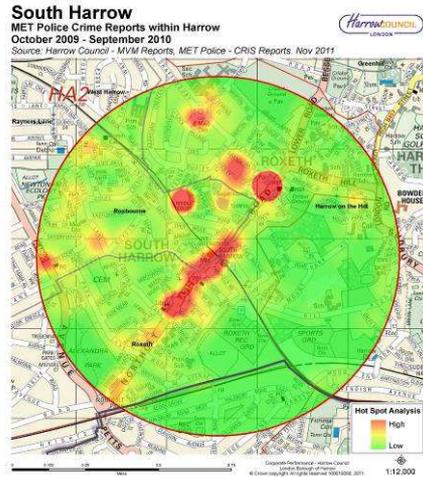


Figure 51

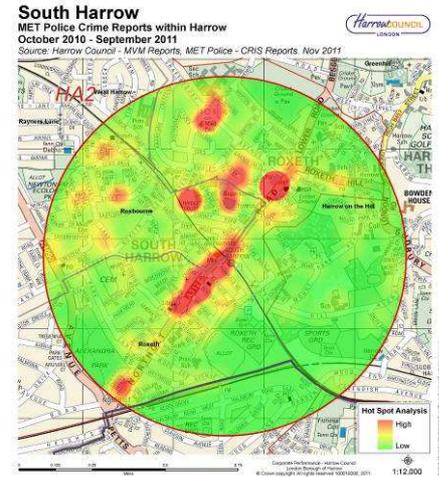


Figure 52

The table below shows the 10 most frequently committed crimes in South Harrow. The overall level of crime has been relatively stable in South Harrow over the three year period, with a 3.7% reduction in the most recent year. The most frequently committed crime in this area was other theft which accounted for 17% of the 10 most frequently crimes in 2010-11. Common assault also constituted 17% of all common assaults in the borough.

Table 18: Ten most frequent crimes in South Harrow

Report	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Other theft	124	118	143	21.2	15.3
Theft from vehicle	95	82	116	41.5	22.1
False representation	132	133	115	-13.5	-12.9
Residential burglary	110	104	102	-1.9	-7.3
Common assault	88	84	82	-2.4	-6.8
Criminal damage under £500	102	82	79	-3.7	-22.5
Criminal damage vehicle under £500	69	71	57	-19.7	-17.4
ABH & wounding	62	62	54	-12.9	-12.9
Shoplifting under £200	45	44	46	4.5	2.2
Possession cannabis	39	85	39	-54.1	0.0
Total	866	865	833	-3.7 %	-3.8 %

The following maps (figures 53 through 55) show hotspots of environmental crime such as fly-tipping and noise within a 1km radius of the centre of South Harrow for the last three years. There is a much dispersed cluster of hotspots in the circle.

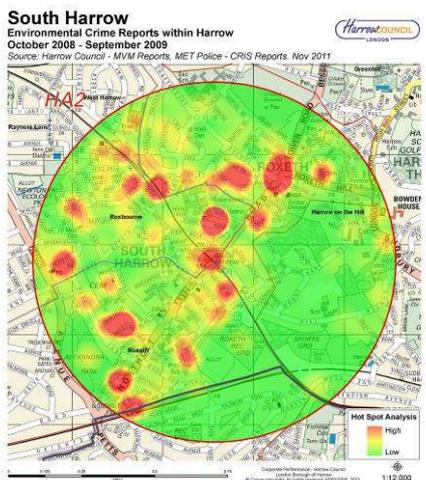


Figure 53

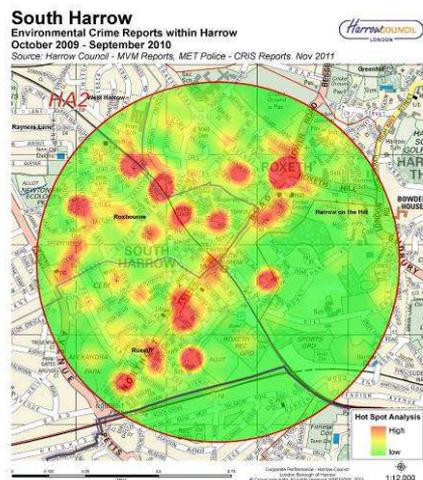


Figure 54

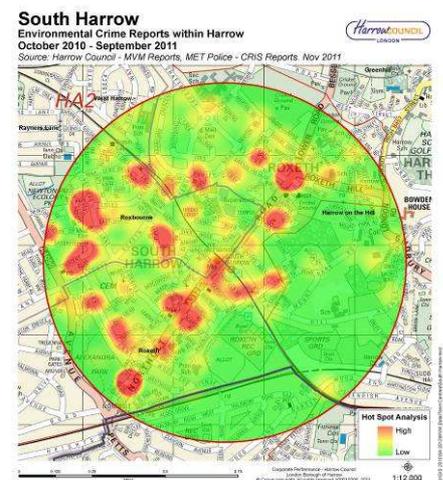


Figure 55

The following chart illustrates the number of publicly reported reports received by Harrow Council for each of the last three years and the percent change for each year within the South Harrow area. The top complaint for the 2010 - 2011 periods was that of fly tipping where it has seen an increase of 15.1% against the previous year. Within this area anti-social behaviour has been relatively low but contained nearly 10.1% of all reports made to the council for the borough. From the total number of complaints received in this area, fly tipping and noise made up nearly 57% of the complaints to the council. When comparing the total number of reports during the past three years, South Harrow received 7.9% of the complaints to the council.

There was a substantial reduction in the volume of incidents in 2010-11 compared to the previous year. In particular, the number of graffiti incidents fell to two. The number of incidents of ASB fell by 42% in 2010-11. Fly-tipping, which was the largest single incident type, fell in 2010-11 after an increase from year before this, to leave the level of fly-tipping stable over the three year period.

Table 19: Environmental crime and other incidents recorded in South Harrow

Report	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Anti-Social Behaviour	30	50	29	-42.0	-3.3
Fly tipping	204	179	206	15.1	1.0
Graffiti	21	15	2	-86.7	-90.5
Noise	154	147	134	-8.8	-13.0
Street cleaning	144	110	81	-26.4	-43.8
Vehicles	111	111	68	-38.7	-38.7
Total	664	612	520	-15.0 %	-21.7 %

Incidents recorded by Harrow Council

All environment incidents

Harrow Council tackles a broad range of low level environmental and behaviour incidents including fly-tipping, graffiti, litter, noise and nuisance behaviour. These incidents are not usually criminal, but can cause distress and a loss of enjoyment for others. The following maps (figures 56 through 58) illustrate three years worth of incidents recorded by the council.

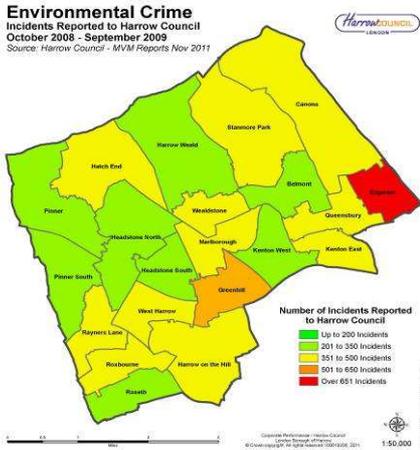


Figure 56

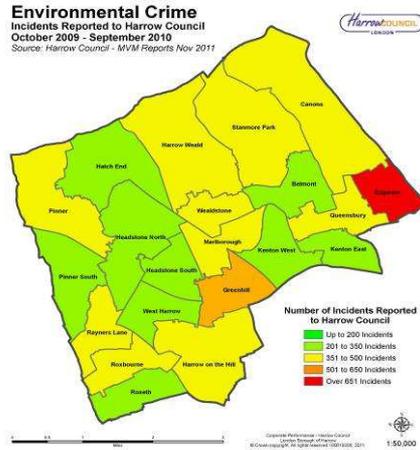


Figure 57

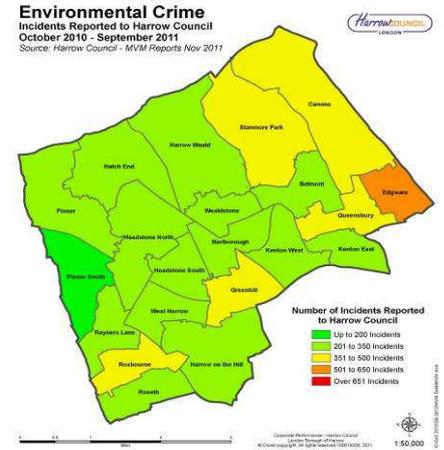


Figure 58

Chart 20: Rates for all environmental crime per 1000 residents in each ward

Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	32.1	34.8	32.1	-7.8	-0.1
Canons	42.2	38.7	32.6	-15.8	-22.7
Edgware	68.7	73.7	61.0	-17.3	-11.3
Greenhill	48.5	46.0	33.3	-27.7	-31.4
Harrow on the Hill	36.4	33.3	24.2	-27.4	-33.6
Harrow Weald	29.1	32.8	29.5	-10.2	1.3
Hatch End	34.4	30.8	22.0	-28.5	-36.1
Headstone North	24.9	21.2	21.6	1.9	-13.1
Headstone South	33.6	33.5	25.4	-24.2	-24.4
Kenton East	35.3	32.4	22.1	-31.5	-37.3
Kenton West	28.8	27.1	26.4	-2.8	-8.5
Marlborough	41.4	36.0	31.0	-13.7	-24.9
Pinner	33.7	35.9	25.4	-29.2	-24.6
Pinner South	26.0	21.4	13.6	-36.5	-47.6
Queensbury	35.9	37.7	35.0	-7.1	-2.4
Rayners Lane	35.7	35.8	25.2	-29.7	-29.5
Roxbourne	37.6	35.1	30.4	-13.3	-19.0
Roxeth	30.3	26.8	24.6	-8.2	-19.0
Stanmore Park	43.5	39.7	36.0	-9.5	-17.3
Wealdstone	40.9	42.6	33.6	-21.1	-17.8
West Harrow	38.4	33.6	27.6	-17.8	-28.0
Averages	37.3	35.8	29.2	-18.5 %	-21.7 %

Anti social behaviour

The following maps (figures 59 through 61) illustrate the number of anti-social behaviour complaints that were received by the council during the three time periods of the Strategic Assessment by each ward. Several wards had seen increases into the second year followed by a decrease in the most recent year. On average anti-social behaviour based on the number of publicly reported incidents has decreased borough wide by around 6% during the past three years.

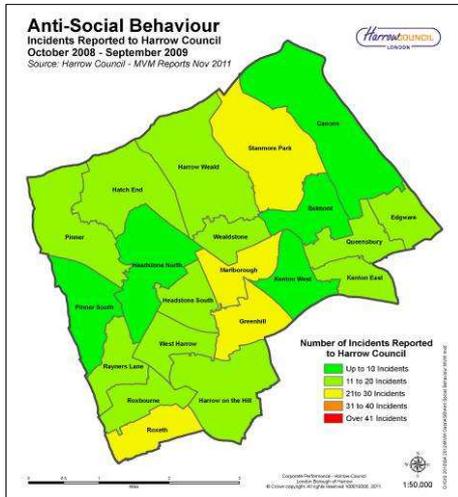


Figure 59

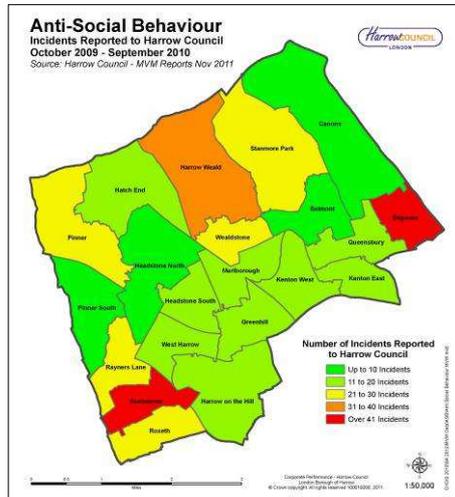


Figure 60

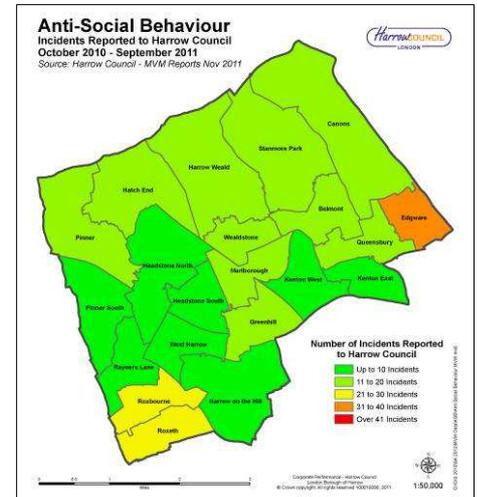


Figure 61

Chart 21: Rates for anti-social behaviour per 1000 People in each ward

Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	0.9	0.7	1.4	101.0	56.4
Canons	0.8	0.9	1.5	62.0	80.0
Edgware	1.6	7.3	3.5	-52.9	110.7
Greenhill	1.9	1.2	1.0	-22.5	-48.5
Harrow on the Hill	1.4	1.4	0.7	-50.2	-53.3
Harrow Weald	1.4	2.9	1.5	-48.4	6.7
Hatch End	1.8	1.9	1.1	-40.0	-37.1
Headstone North	0.5	0.4	0.2	-50.0	-60.0
Headstone South	1.8	1.9	0.5	-73.9	-72.5
Kenton East	1.2	1.7	0.8	-53.2	-33.7
Kenton West	0.8	1.6	0.9	-41.2	25.0
Marlborough	2.6	1.7	1.9	10.6	-27.0
Pinner	1.1	2.3	1.5	-34.8	36.4
Pinner South	0.5	1.0	0.5	-50.0	0.0
Queensbury	1.2	1.4	1.5	6.7	33.3
Rayners Lane	1.6	2.3	0.6	-76.0	-64.7
Roxbourne	1.1	3.8	2.2	-41.9	105.1
Roxeth	2.4	2.2	2.2	0.0	-7.7
Stanmore Park	2.6	2.0	1.9	-4.8	-28.6
Wealdstone	1.7	2.9	1.9	-36.0	11.9
West Harrow	1.2	1.4	1.0	-29.6	-17.9
Averages	1.4	2.1	1.3	-34.5 %	-5.9 %

Fly tipping

The following maps (figures 62 through 64) illustrate the number of fly tipping complaints that were received by the council during the three time periods of the Strategic Assessment by each ward. Several wards had seen decreases in the second year followed by further decreases in the most recent year. On average fly tipping based on the number of publicly reported incidents has decreased borough wide by around 10% during the past three years.

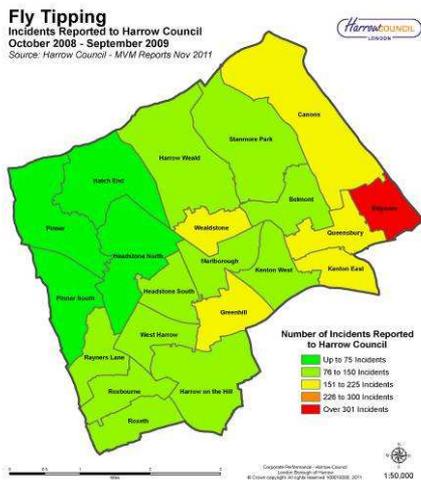


Figure 62

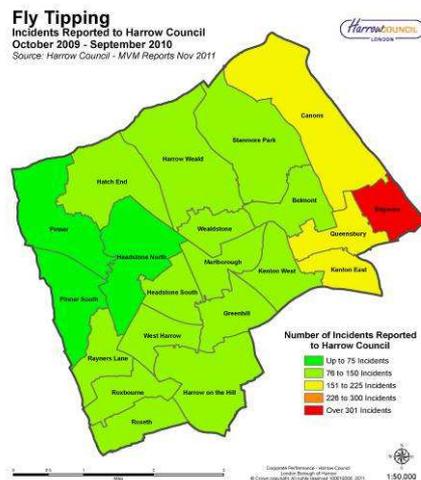


Figure 63

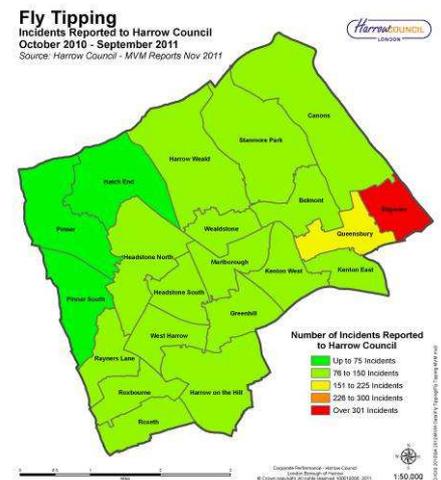


Figure 64

Chart 22: Rates for fly tipping per 1000 People in each ward

Ward	2008- 2009 SA	2009- 2010 SA	2010- 2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	11.4	11.7	9.9	-15.4	-13.1
Canons	14.0	14.4	12.0	-17.1	-14.5
Edgware	31.8	32.8	33.7	2.7	5.9
Greenhill	15.4	9.9	10.9	10.1	-29.0
Harrow on the Hill	10.1	9.9	10.3	3.8	1.7
Harrow Weald	8.1	8.0	8.7	8.1	6.9
Hatch End	6.2	7.8	5.3	-31.7	-14.3
Headstone North	6.5	6.0	7.5	24.6	15.2
Headstone South	10.9	12.9	9.4	-27.6	-14.5
Kenton East	16.2	16.8	11.2	-33.1	-30.6
Kenton West	9.5	9.2	10.7	16.3	12.9
Marlborough	11.7	13.5	11.1	-17.4	-4.7
Pinner	5.9	6.8	5.0	-26.5	-15.3
Pinner South	6.1	4.3	2.3	-46.7	-61.9
Queensbury	16.8	19.8	17.8	-10.2	5.7
Rayners Lane	12.2	12.0	10.4	-13.3	-14.6
Roxbourne	10.8	9.4	8.5	-8.9	-21.0
Roxeth	9.9	9.4	9.7	2.9	-1.9
Stanmore Park	10.6	10.3	9.5	-8.2	-10.6
Wealdstone	16.2	15.7	13.9	-11.8	-14.6
West Harrow	10.6	8.7	11.3	30.2	5.9
Averages	12.1	12.0	10.9	-8.8 %	-9.9 %

Graffiti

The following maps (figures 65 through 67) illustrate the number of graffiti complaints that were received by the council during the three time periods of the Strategic Assessment by each ward. Several wards had seen decreases in the second year followed by further decreases in the most recent year. **Note:** lack of data during the most recent year is not indicative of a reduction of incidents. Further analysis is required for this dataset.

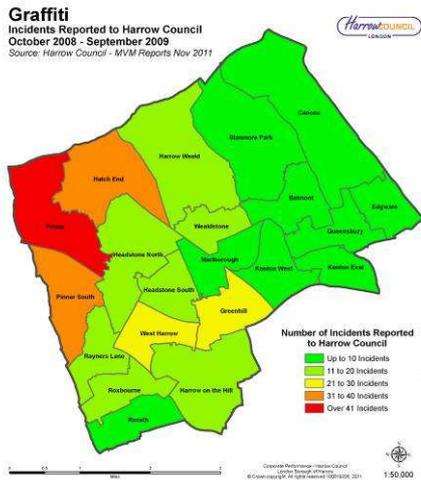


Figure 65

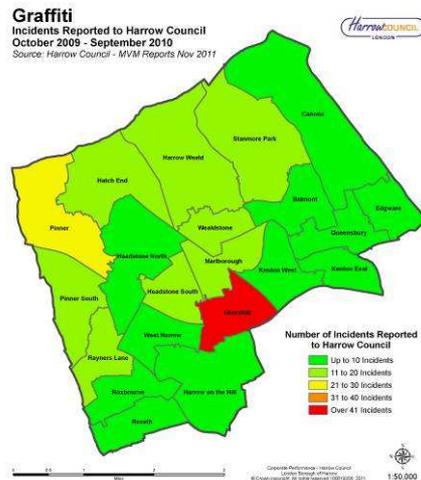


Figure 66

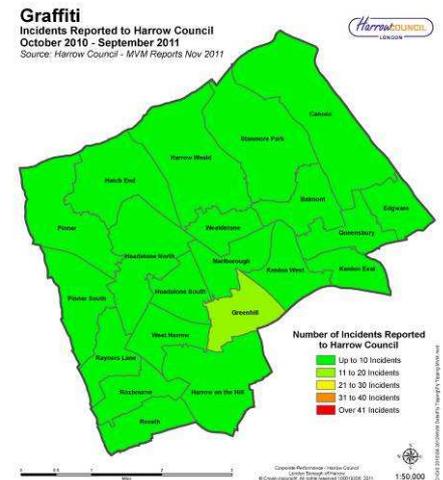


Figure 67

Chart 23: Rates for graffiti per 1000 People in each ward

Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	0.9	1.0	0.2	-79.9	-77.7
Canons	0.5	0.3	0.0	-100.0	-100.0
Edgware	0.6	0.4	0.1	-75.1	-83.4
Greenhill	2.0	8.6	1.7	-80.7	-18.8
Harrow on the Hill	1.3	0.8	0.1	-88.9	-93.4
Harrow Weald	1.5	1.3	0.7	-50.0	-56.3
Hatch End	3.3	1.4	0.5	-66.7	-85.4
Headstone North	1.2	0.5	0.0	-100.0	-100.0
Headstone South	1.2	1.2	0.0	-100.0	-100.0
Kenton East	0.2	0.3	0.3	-0.5	49.3
Kenton West	0.4	0.5	0.2	-60.0	-50.0
Marlborough	0.5	1.1	0.7	-41.9	38.0
Pinner	4.8	2.2	0.6	-72.7	-87.5
Pinner South	3.3	1.9	0.5	-75.0	-85.3
Queensbury	0.6	0.1	0.2	100.0	-66.7
Rayners Lane	1.9	1.6	0.4	-76.5	-80.0
Roxbourne	0.9	0.8	0.2	-70.1	-74.0
Roxeth	0.6	0.5	0.0	-100.0	-100.0
Stanmore Park	0.4	1.3	0.6	-57.1	50.0
Wealdstone	1.2	2.0	0.5	-73.8	-54.8
West Harrow	2.4	1.0	0.2	-80.3	-91.8
Averages	1.4	1.4	0.4	-73.8 %	-74.0 %

Noise

The following maps (figures 68 through 70) illustrate the number of noise complaints that were received by the council during the three time periods of the Strategic Assessment by each ward. Several wards had seen a small increase in the second year followed by further decreases in the most recent year. On average noise complaints based on the number of publicly reported incidents has decreased borough wide by around 7% during the past three years.

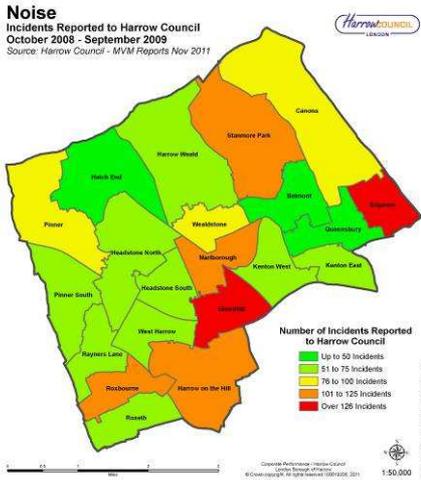


Figure 68

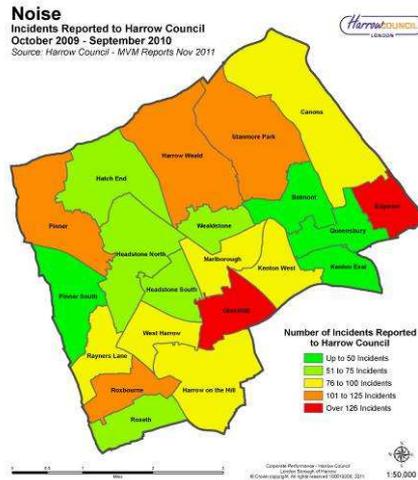


Figure 69

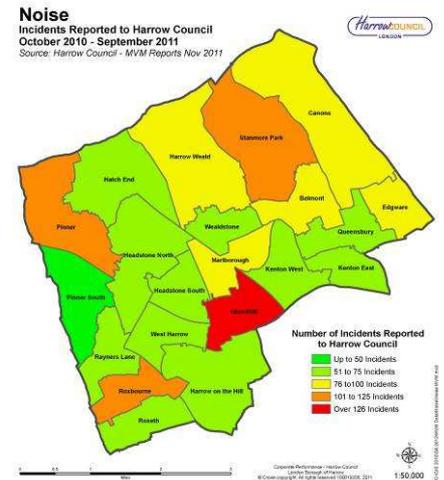


Figure 70

Chart 24: Rates for noise per 1000 People in each ward					
Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	4.8	4.6	8.6	85.4	77.5
Canons	6.8	8.1	6.8	-15.3	0.3
Edgware	14.3	14.1	8.3	-41.4	-42.2
Greenhill	14.0	13.1	11.6	-11.3	-16.8
Harrow on the Hill	9.8	8.3	5.6	-31.9	-42.7
Harrow Weald	6.0	9.5	7.4	-21.6	25.0
Hatch End	4.6	5.7	6.0	5.0	30.6
Headstone North	6.3	6.0	5.9	-1.6	-6.3
Headstone South	6.8	6.0	6.8	13.9	0.5
Kenton East	6.2	4.2	5.2	22.7	-16.3
Kenton West	5.3	7.4	6.3	-15.2	19.6
Marlborough	11.8	8.2	9.0	8.8	-24.1
Pinner	9.8	10.7	10.4	-2.8	6.1
Pinner South	5.4	4.6	3.9	-16.7	-28.6
Queensbury	4.0	4.8	6.2	28.0	52.4
Rayners Lane	5.3	8.2	5.0	-39.1	-5.4
Roxbourne	10.3	8.5	9.6	13.7	-6.3
Roxeth	5.2	5.5	5.8	6.7	12.3
Stanmore Park	10.0	10.1	9.8	-3.7	-2.8
Wealdstone	8.5	7.6	7.7	0.8	-9.1
West Harrow	7.2	7.6	5.8	-23.5	-19.3
Averages	7.8	7.8	7.2	-7.2 %	-6.8 %

Street cleaning

The following maps (figures 71 through 73) illustrates the number of street cleaning complaints that were received by the council during the three time periods of the Strategic Assessment by each ward. Several wards had seen decreases in the second year followed by further decreases in the most recent year. On average street cleaning complaints based on the number of publicly reported incidents has decreased borough wide by around 30% during the past three years.

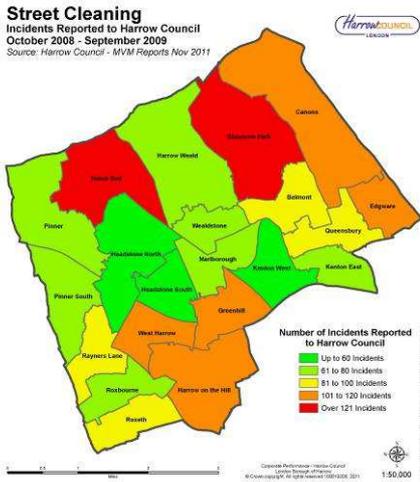


Figure 71

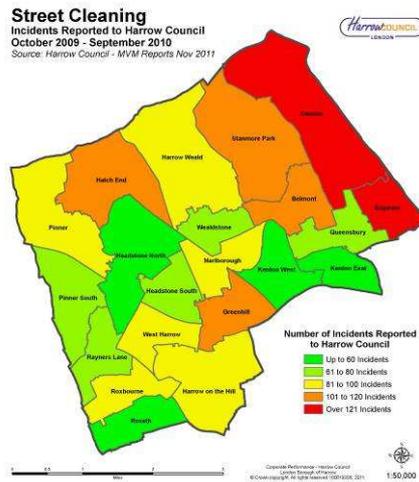


Figure 72

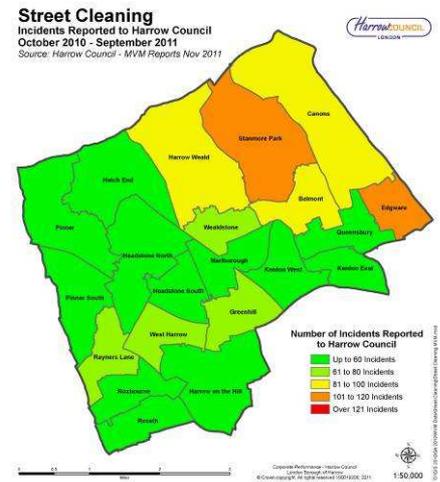


Figure 73

Chart 25: Rates for street cleaning per 1000 People in each ward

Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	8.7	10.7	8.5	-20.7	-3.0
Canons	10.5	11.0	7.7	-30.3	-26.7
Edgware	11.5	12.8	11.1	-13.3	-3.8
Greenhill	10.0	9.0	6.1	-32.3	-38.6
Harrow on the Hill	9.2	8.4	4.8	-42.7	-47.7
Harrow Weald	6.5	8.1	8.1	0.0	24.3
Hatch End	12.7	10.5	5.3	-49.1	-58.1
Headstone North	5.9	4.9	5.0	2.0	-16.7
Headstone South	5.8	6.9	4.2	-38.3	-26.6
Kenton East	6.2	5.7	2.3	-58.8	-62.1
Kenton West	5.6	5.3	5.4	1.8	-5.0
Marlborough	6.8	7.9	5.5	-30.5	-18.3
Pinner	7.4	9.6	4.4	-54.2	-40.5
Pinner South	6.5	6.6	5.4	-17.6	-16.4
Queensbury	8.3	6.2	4.3	-29.7	-47.7
Rayners Lane	8.1	6.7	5.7	-14.1	-29.1
Roxbourne	6.5	7.2	4.4	-39.1	-32.9
Roxeth	7.9	5.5	3.4	-38.3	-57.5
Stanmore Park	12.8	10.6	10.4	-1.8	-18.4
Wealdstone	7.7	7.9	6.6	-16.4	-15.3
West Harrow	11.6	9.9	6.1	-38.3	-47.8
Averages	8.5	8.2	5.9	-27.4 %	-29.8 %

Nuisance vehicles

The following maps (figures 74 through 76) illustrate the number of nuisance vehicles complaints that were received by the council during the three time periods of the Strategic Assessment by each ward. Several wards had seen decreases in the second year followed by further decreases in the most recent year. On average nuisance vehicles based on the number of publicly reported incidents has decreased borough wide by around 45% during the past three years.

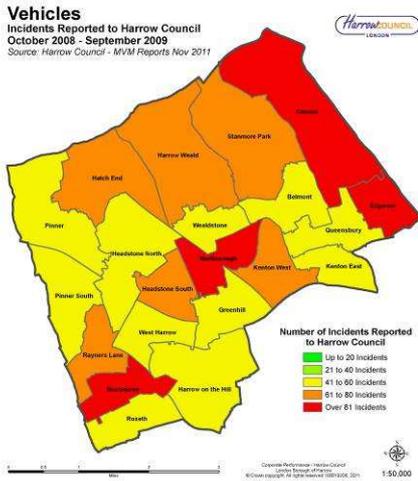


Figure 74

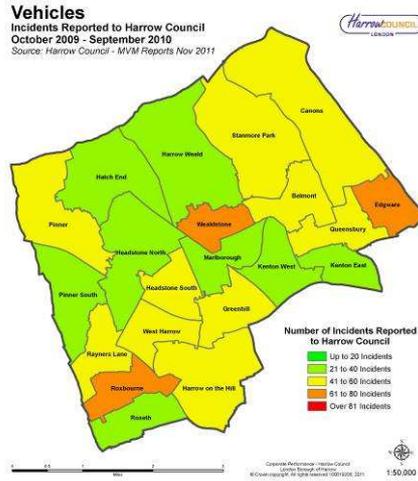


Figure 75

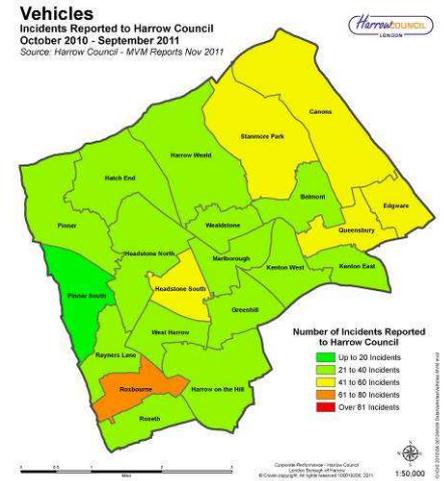


Figure 76

Chart 26: Rates for nuisance vehicles per 1000 People in each ward

Ward	2008-2009 SA	2009-2010 SA	2010-2011 SA	Percent Change 2009-10 and 2010-11	Percent change 2008-09 and 2010-11
Belmont	5.3	6.1	3.5	-42.1	-34.3
Canons	9.5	3.9	4.6	17.0	-51.5
Edgware	8.9	6.4	4.4	-30.6	-50.2
Greenhill	5.3	4.2	2.0	-51.7	-62.3
Harrow on the Hill	4.7	4.7	2.8	-41.3	-40.5
Harrow Weald	5.7	3.1	3.2	3.0	-44.3
Hatch End	5.8	3.4	3.7	8.3	-36.4
Headstone North	4.4	3.4	3.0	-11.8	-31.8
Headstone South	7.2	4.7	4.5	-3.1	-36.7
Kenton East	5.4	3.7	2.3	-37.2	-56.6
Kenton West	7.3	3.2	2.9	-8.8	-60.3
Marlborough	8.0	3.4	2.9	-17.1	-64.4
Pinner	4.7	4.3	3.5	-18.6	-25.5
Pinner South	4.3	3.0	1.1	-64.5	-75.0
Queensbury	5.0	5.4	5.0	-7.1	0.0
Rayners Lane	6.7	5.0	3.1	-37.7	-53.5
Roxbourne	7.9	5.4	5.4	-0.4	-31.8
Roxeth	4.3	3.7	3.5	-5.0	-19.1
Stanmore Park	7.0	5.4	3.8	-28.1	-45.3
Wealdstone	5.7	6.5	3.1	-51.9	-44.7
West Harrow	5.4	5.2	3.3	-35.6	-38.0
Averages	6.2	4.5	3.4	-23.0 %	-44.5 %

Appendix

Data Sources:

This report makes use of a wide variety of data sources to help describe Harrow's crime and disorder problems. These datasets include:

CRIS - Crime Reporting Information System
Metropolitan Police crime data
LASS (London Analyst Support Site)

Experian Datasets of Harrow
Harrow Segmentation of households in Harrow

MVM / M3 - Harrow Council Database
Graffiti
Fly tipping
Street Cleaning
Vehicle
Noise

Harrow: Local Information System (LIS)
Harrow Segmentation

Population Figures - GLA (Greater London Authority) 2009, 2010 and 2011 - Rounded to the nearest 50

Harrow Ward	2009	2010	2011
Belmont	9750	9750	9700
Canons	11150	11150	11700
Edgware	10350	10350	10400
Greenhill	11250	11300	11450
Harrow on the Hill	11800	11850	11900
Harrow Weald	10750	10750	10750
Hatch End	10450	10500	10500
Headstone North	10100	10100	10100
Headstone South	10050	10050	10150
Kenton East	10200	10200	10250
Kenton West	10650	10650	10650
Marlborough	10350	10450	10500
Pinner	10000	10000	10000
Pinner South	10350	10350	10350
Queensbury	10400	10400	10400
Rayners Lane	10650	10650	10650
Roxbourne	11950	12500	12550
Roxeth	10950	10950	10950
Stanmore Park	10650	10650	10650
Wealdstone	9550	9550	9600
West Harrow	10050	10050	10200
Population Estimate	221400	222200	223400

Harrow Experian Segments

Description

Segment A is made-up of extremely wealthy professionals. They are typically well educated, enjoying a range of successful careers from business to the arts. Many are of middle and older age, and reside in large detached houses.

Ethnicity

Whilst many of these Segments are from a British background, there is a notable number from abroad. Within these areas there are likely to be significant Jewish communities, alongside Western Europeans and some successful Asians.

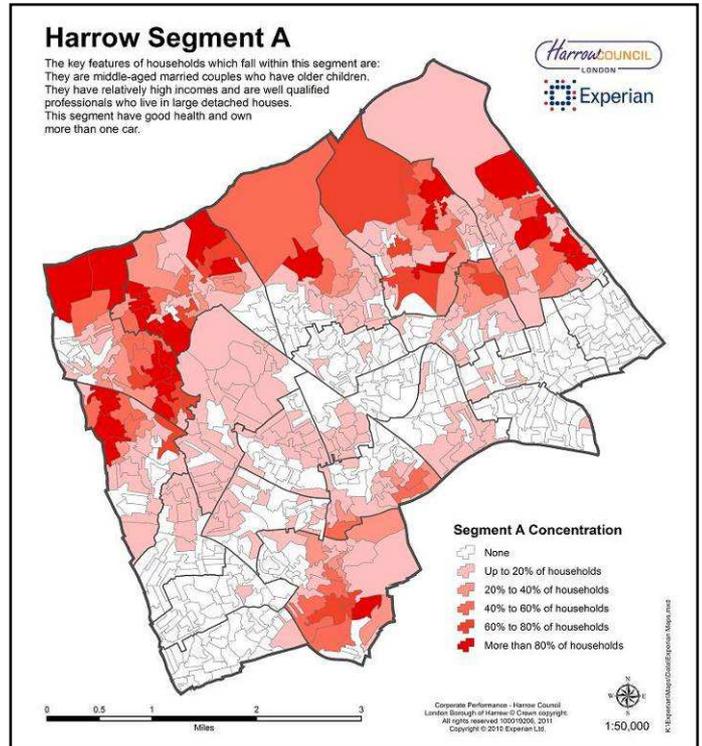
Education

This Segment is generally very well-educated. Many have degrees and were high achievers at school. Of their children, those that attend state schools consistently outperform their peers. As a particularly wealthy demographic, many go to private schools, and Segment As can afford to pay for additional private tuition and a majority go on to university.

Summary of Police Services: Victims & Type of Crime

Segment A's areas are regarded as very pleasant places to live.

- Segment A is much less likely than average to be a victim of crime.
- Generally all types of crime are relatively low including the type of property taken and the category of crime, though burglary is only just below the Borough average.
- Fear of crime is low, and Segment A is satisfied with the police.



Description

Segment B is made up of older professionals who work in senior positions, in both the public and private sectors. They tend to live in large detached houses, either as families or as empty-nesters.

Ethnicity

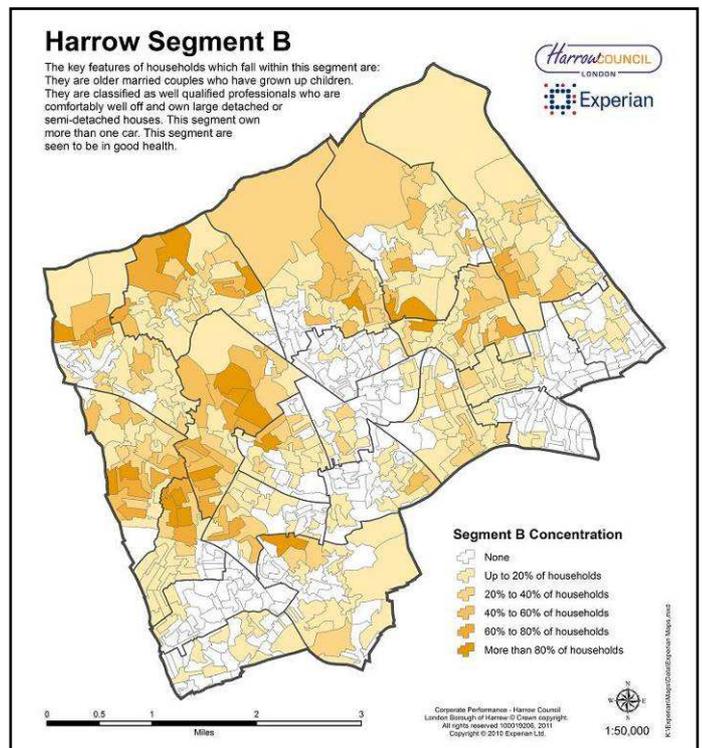
Segment B is the most "British" of all the Harrow Segments, with 85% of all adults likely to be English or Celtic. The remaining population are likely to be Irish, with a very small minority of European descent.

Education

This Segment is well-educated. Many will have gained a good set of qualifications from school, and gone on to study at university and their children tend to follow a similar path. Many go to private schools and continue onto university.

Summary of Police Services: Victims & Type of Crime

- Older people in this Segment are more likely to be victims of crime in comparison to other segments.
- Crime for Segment B is more likely to be having property taken such as cash and credit cards either from the person or via residential burglary.



Description

Segment C comprises a significant number of middle-aged families with school-aged children, residing in inter-war semi-detached in housing. They have a good income and live in safe, family-orientated neighbourhoods.

Ethnicity

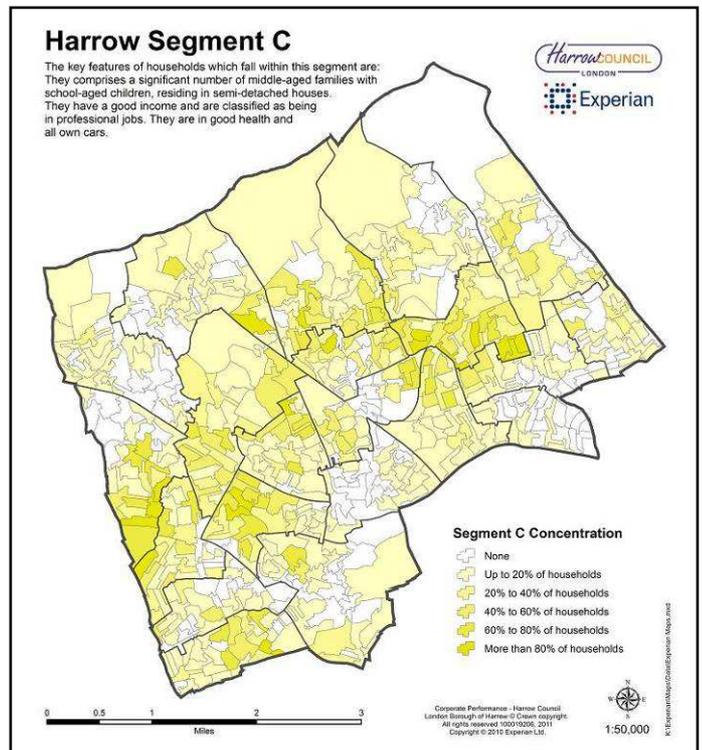
Most people within this Segment originate from the British Isles. There is a very small minority from Europe & Asia, but these are all under represented compared to the rest of Harrow.

Education

These people seem to attain good academic standards against the national average, although they are fairly typical for the Harrow area. Many have degrees or good A level or GCSE level qualifications. Their children follow this pattern, meeting a good standard at every Key Stage.

Summary of Police Services: Victims & Type of Crime

- Segment C are generally less likely than average to be victims of crime. Theft of credit cards is slightly higher than the Borough average.



Description

Segment D contains highly motivated young professionals in their 20s and 30s, earning high salaries. They are usually single or co-habitees, living in high quality flats which they spend little time in.

Ethnicity

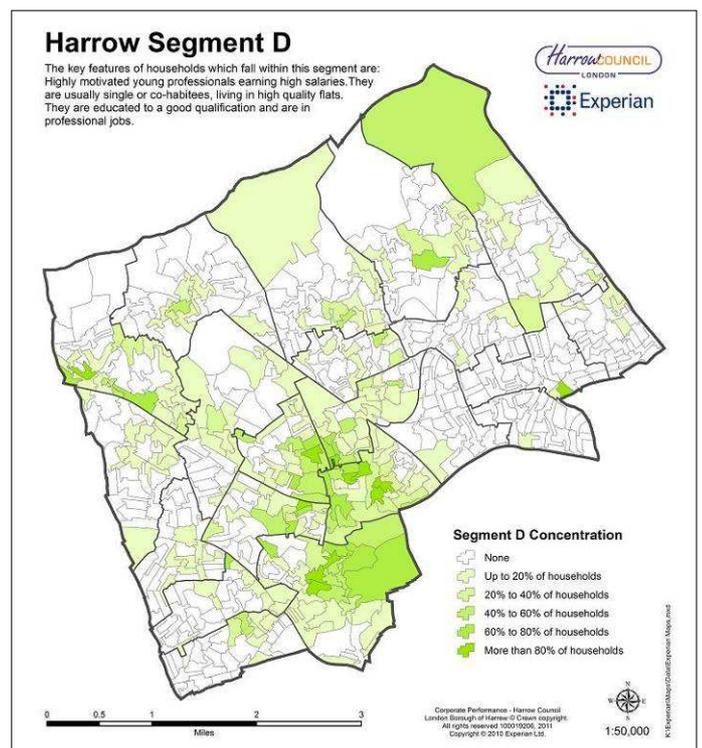
Three quarters of adults within this Segment are English, Celtic or Irish, but there is also a notable minority from both Eastern and Western Europe. There is also a small Asian population, although relative to other Segments this is still largely under represented.

Education

Segment Ds are well educated. Few left school without a strong set of qualifications, and many have a degree. Of the children in these areas, they are also successful academically and are likely to leave school with good qualifications and ambitions of further study.

Summary of Police Services: Victims & Type of Crime

- 18 to 49 year olds in this segment are more likely to be victims of crime than this age group in Harrow as a whole. Victims of mobile phone theft are over represented in this group.



Description

Segment E consists mostly of older couples in comfortable retirement. Many have sold their former family home to live in smaller, purpose-built accommodation.

Ethnicity

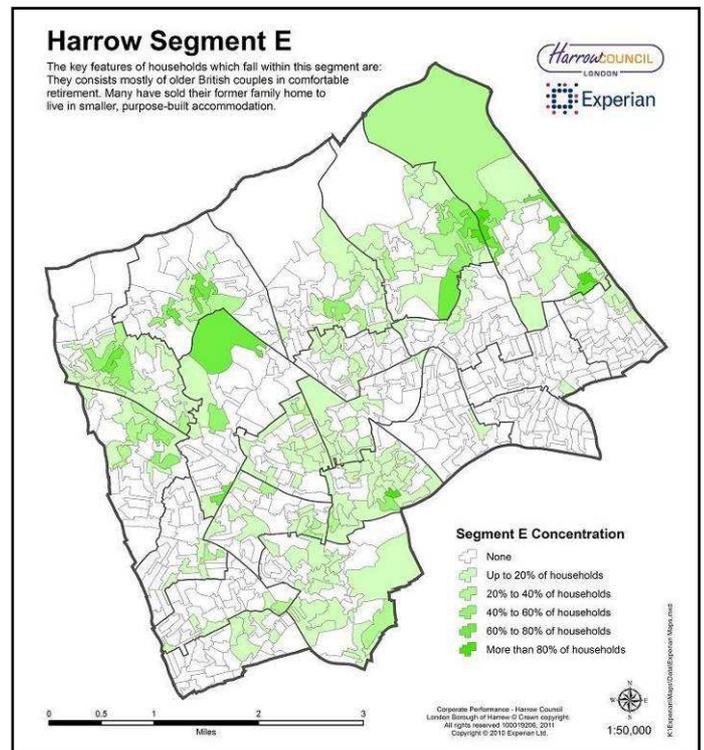
This Segment is one of the least diverse Segments in Harrow, second only to Segment B. Similar to Segment B, the only notable backgrounds are from the British Isles. There is a slightly higher representation of Europeans than Segment B, although still under represented compared to other Harrow Segments.

Education

These people are mostly well educated and many gained degrees at university. Those who didn't go on to higher education would have normally still gained a good set of O levels. The few children in this neighbourhood tend to be reasonably successful too. Many will leave what is often a voluntary controlled school with a good set of qualifications, and often go on to university.

Summary of Police Services: Victims & Type of Crime

- Over 65 year olds and 0-17 year olds in Segment E are more likely to experience crime than in other Segments.
- The majority of crime relates to having property taken but fraud is a key issue for this segment.



Description

Segment F contains middle class families in semi-detached suburban housing. These families will usually contain more than two children, and many homes will accommodate more than two generations.

Ethnicity

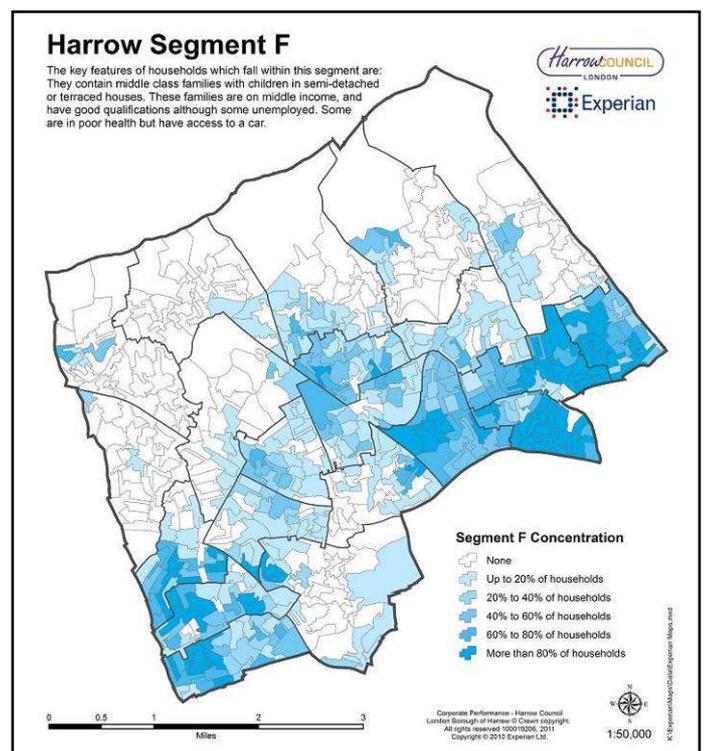
This is one of the most diverse Segments, with a particular emphasis on Asian origins. Nearly a fifth of Segment F is likely to be Hindi speaking Indians, which is by far the largest ethnic minority Segment of all Harrow Segments. Pakistani & Sikh populations are also present in large numbers, with a small but notable proportion of people from a Tamil/Sri Lankan or Bangladeshi background.

Education

These people are fairly well educated compared with national levels, although they compare less well against the norm for Harrow. Many have some A level or even higher education qualifications, and their children appear to do even better. English is not always the first language for families in these areas.

Summary of Police Services: Victims & Type of Crime

- Segment F are less likely than average to be victims of crime.



Description

This Segment are typically young second generation black British and other minorities, mixed with young professionals in rented flats. Higher unemployment is common in these neighbourhoods, second only to Segment H. There is also a reasonable uptake of state benefits.

Ethnicity

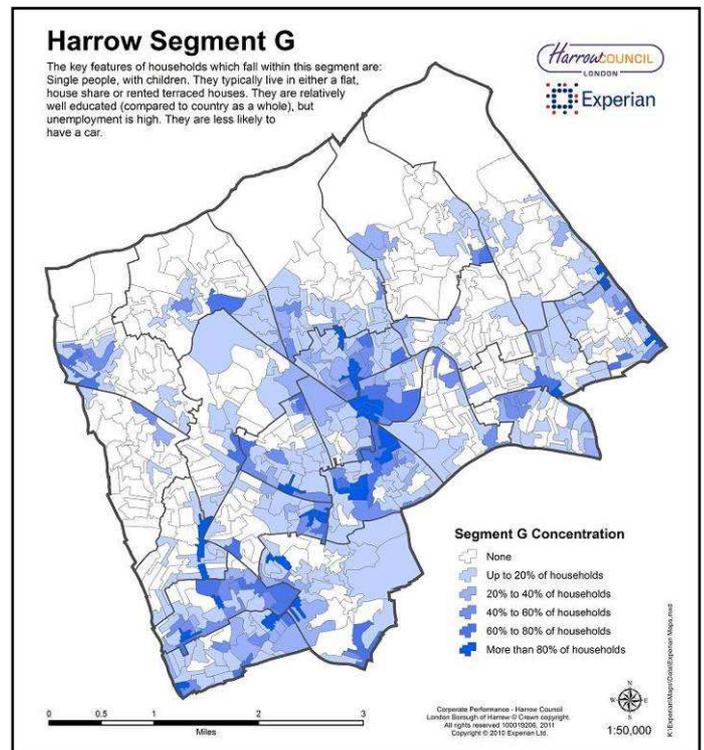
Segment G is very diverse, with a significant black African and Caribbean population, and a similar proportion of adults with a Pakistani background. Hindus are also present in Segment G, but far fewer than in Segment F. Segment G accounts for a larger proportion of Eastern Europeans than any other Segment.

Education

This Segment is fairly well-educated compared to the country as a whole, although in relation to Harrow the number of people with A levels and a degree is around average. In these areas some children come from homes where English is not the first language.

Summary of Police Services: Victims & Type of Crime

- Segment G are much more likely than average to be a victim of crime than the average in Harrow.
- Crime is focussed in ages ranging from 0-49, which represents the younger age profile of this Segment. Victims in the 0-17 year age bands are represented at almost 3 times the Harrow average.
- Crime involving the theft of all types of property (cash, credit cards, mobile phones and other items) are all well above average. Theft, violence against a person, fraud and robbery are all over-represented and criminal damage is more than twice the Harrow average.



Description

Segment H contains families with the lowest incomes, often with several children. They are normally renting or have exercised their right to buy their public housing.

Ethnicity

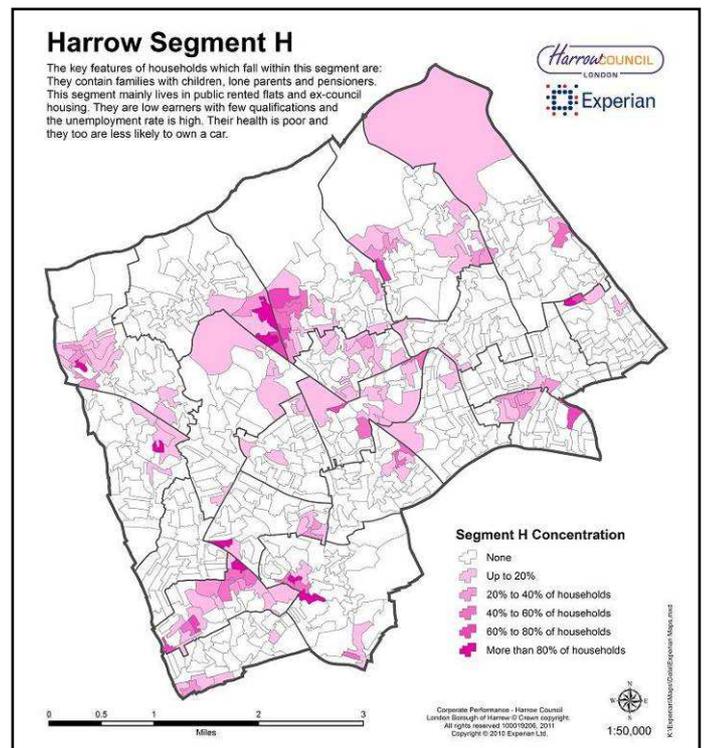
Three quarters of Segment H originate from the British Isles, but there are also a few notable minority Segments. Black Africans are likely to be found in Segment H, along with people from a Pakistani background. There is also a significant European presence.

Education

The majority do not have degrees or even a good set of qualifications from school. These households tend to be poor and in some cases English is not the first language. Many leave school without 5 good GCSEs, although for the few who do progress; there is a good chance that they will go on to university.

Summary of Police Services: Victims & Type of Crime

- Segment H are much more likely to be a victim of crime than the average in Harrow. For Segment H being victims of crime is prevalent across all ages, particularly 18-29 years.
- Crime involving the theft of cash, credit cards and mobile phones are all well over the average rates.
- Theft/handling, criminal damage and robbery are all over-represented and violence against a person is nearly 2.5 times the average rate.



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REPORT FOR: CABINET

Date of Meeting: 13 September 2012

Subject: Community Safety Plan

Key Decision: Yes

Responsible Officer: Tom Whiting, Assistant Chief Executive

Portfolio Holder: Councillor Phillip O'Dell, Portfolio Holder for Environment and Community Safety

Exempt: No

Decision subject to Call-in: No, as the decision is reserved to Council

Enclosures: Community Safety Plan
[The Plan has been circulated to Cabinet Members, the Leader and Deputy Leader of the Conservative Group and key officer(s) only. A hard copy has been placed in the Members' Library and Group Offices. The document has been published with the agenda and can be viewed on the website.]

Section 1 – Summary and Recommendations

This report sets out the joint response of the Council, the Police and other partners to the crime and anti-social behaviour issues identified in the Strategic Assessment as well as broadening the definition of community safety by including other aspects of safety including safeguarding vulnerable adults and young people, addressing domestic violence, hate crime and community tensions and helping people recover from abuse of drugs and/or alcohol.

Recommendations:

Cabinet is requested to recommend the Community Safety Plan to Council for adoption.

Reason: (For recommendation)

It is a statutory requirement for the Council to adopt a Community Safety Plan which forms part of the policy framework.

Section 2 – Report

Introduction

Each year, the Council, the Police and other partners prepare a Strategic Assessment of the pattern and trend of crime and anti-social behaviour in Harrow. Every three years, these partners are required to prepare a Community Safety Plan that brings together their strategic response to the crime and anti-social behaviour issues identified in the Strategic Assessment. However, locally Safer Harrow seeks to update the Community Safety Plan annually to ensure that it remains relevant.

This report introduces the Community Safety Plan for 2012-2015. The scope of this Plan is wider than in previous years bringing in other aspects of community safety in addition to responding to crime and anti-social behaviour. This is the first step in the evolution of the Community safety Plan to being a more comprehensive document that is proactive in planning services and identifying the connections between them. The next Community safety Plan which it is intended to publish in February 2013 will complete this process.

Options considered

Preparation and adoption of a Community Safety Plan is a statutory requirement so no other options were considered. The content of the plan, however, is for local determination and options regarding the priorities for the coming years were considered. The mix of actions recommended were chosen as they respond to the most recent analysis of crime issues and seek, where possible, to prevent crime and anti-social behaviour.

Financial Implications

The strategic priorities and actions set out in the Community Safety Plan for 2012/13 are within the approved budgets for the Council, the Police and other partners. The ambitions for 2013/14 and 2014/15 will be met to the extent that budgets for those years permit.

Performance Issues

The Community Safety Plan contains strategic actions that support the Council's priority of keeping neighbourhoods clean, green and safe. The Plan includes high-level strategic directions rather than detailed work programmes and, as such, does not provide sufficient detail to enable the impact on specific crime indicators to be assessed. However, the plan is designed to help achieve the following targets adopted by the Metropolitan Police:

Indicator	Target 2012/13
Robbery	9% reduction
Burglary	5% reduction
Motor Vehicle Crime	8% reduction
Violent Crime	4% reduction

Environmental Impact

None

Legal Implications

Sections 5-7 Crime and Disorder Act 1998 creates a statutory duty for each local authority area to have a Community Safety Partnership. Section 6 places a duty on those Partnerships to produce a Community Safety Plan to formulate and implement a strategy for the reduction of crime and disorder, for combating the misuse of drugs and alcohol and other substances and a strategy for reducing reoffending in the area in accordance with the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007.

Risk Management Implications

Safer Harrow, the Partnership body overseeing crime and anti-social behaviour concerns maintains a risk register which includes the key crime and anti-social behaviour issues.

Equalities implications

An EqlA was undertaken.

The high-level strategic nature of the Community Safety Plan makes identifying adverse outcomes problematic. The Assessment concluded that the plan seeks to address victimisation, which is disproportionately experienced by young people, and the fear of crime which is disproportionately experienced by older people.

Corporate Priorities

The Plan supports keeping neighbourhoods clean, green and safe by putting in place actions to reduce crime and anti-social behaviour.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 22 August 2012		
Name: Linda Cohan	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 3 September 2012		

Section 4 – Performance Officer Clearance

Name: Alex Dewsnap



Divisional Director
Partnership, Development
and Performance

Date: 16 August 2012

Section 5 – Environmental Impact Officer Clearance

Name: John Edwards



Divisional Director
(Environmental Services)

Date: 21 August 2012

Section 6 - Contact Details and Background Papers

Contact: Mike Howes, Service Manager, Policy and Partnerships 0208 420 9637

Background Papers: Strategic Assessment 2012

**Call-In Waived by the
Chairman of Overview and
Scrutiny Committee**

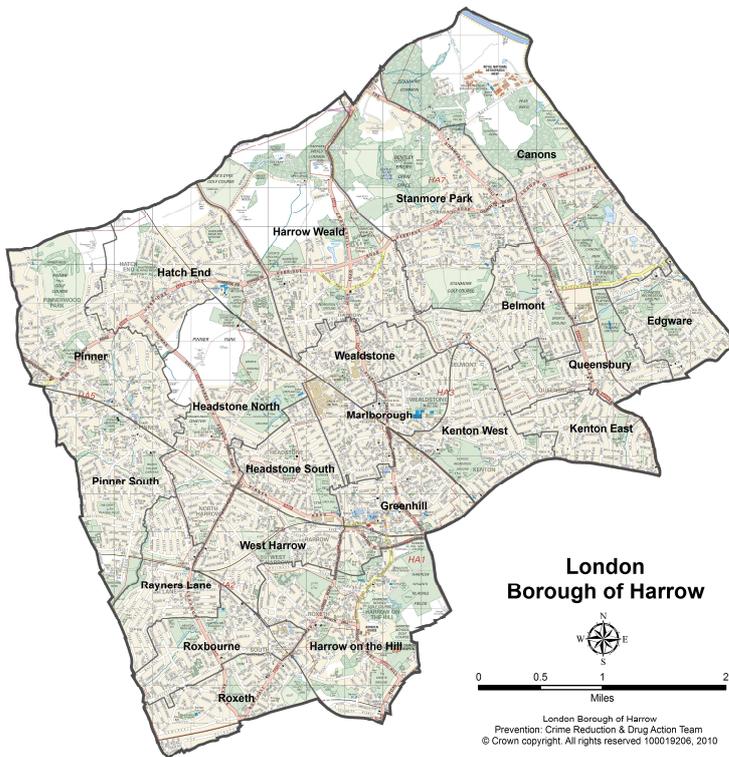
NOT APPLICABLE

*[Call in does not apply, as the decision
is reserved to Council]*



Community Safety Plan

2012 – 2015



Foreword by Borough Commander; Chief Executive and Portfolio Holder for Environment and Community Safety

Welcome to Harrow's Community Safety Plan covering the three years 2012/13 to 2015/16.

In contrast to previous Community Safety Plans, which have concentrated mainly on reducing crime, disorder and anti-social behaviour, this Plan has widened its horizons to include, alongside crime reduction, other aspects of safety including safeguarding vulnerable adults and young people, addressing domestic violence, hate crime and community tensions and helping people recover from abuse of drugs and/or alcohol.

In the last twelve months, significant progress on joint working has been achieved with the operational launch of the Multi-Agency Safeguarding Hub (MASH) which uses the data of all relevant organisations to help make the right decisions about keeping children safe and trials are now taking place to extend the MASH to cover vulnerable adults. We have also launched an Integrated Offender Management Scheme (IOM) to help ex-offenders at risk of committing further crime to instead find a home, work or training and support to stay out of trouble. Both of these schemes have the potential significantly to reduce harm to individuals and the community. We have also launched a 24 hour helpline for victims of hate crime with Stop Hate UK. Stop Hate UK provide an accessible and independent reporting and support service for victims of hate crime

As well as these specific schemes, community safety continues to be achieved through joint working, sharing information and data and organisations co-operating to achieve common goals. While each partner has their own immediate priorities, these combine to achieve increasing safety in Harrow.

This Community Safety Plan is also the first to be written with an elected Commissioner for Policing and Crime in place. In London, this role has been added to the responsibilities of the Mayor of London. The Commissioner's powers are not very different from those that the Mayor and the GLA undertook as the Metropolitan Police Authority and it is as yet too soon to identify any changes in strategic direction. However, during the next year, the Mayor's Office for Policing and Crime (MOPC) will develop its own voice and priorities which will influence local policing priorities and style.

Policing in London in the summer of 2012 will take on the additional responsibility of managing safety in London during the Olympics and Para Olympics, including amongst the anticipated surge of visitors to the Capital.

Community Safety is about:

Police action to detect and arrest offenders, to deter crime, to give advice and share information to keep people and property safe and to reassure communities that their safety concerns are addressed,

Council action to safeguard vulnerable people – children, young people and adults, to provide activities that engage young people and divert them from crime and anti-social behaviour to reduce offending and re-offending, to keep the Borough clean and tidy, to operate public CCTV, to intervene to reduce anti-social behaviour, to reduce domestic and sexual violence and to reduce hate crime and community tensions;

Probation action to protect the public by supervising offenders in the community and to reduce re-offending, and to lead on the operation of the Integrated Offender Management scheme

NHS action to provide substance misuse education and treatment services, and mental health services;

Fire Brigade action to help people stay safe from fire and other emergencies, in the home, at work and in London's other buildings, to respond to emergencies, to make sure London is prepared for a major incident or emergency; and to take urgent enforcement action when we believe public safety is being put at risk in buildings;

Voluntary and Community Sector action to support individuals at risk of offending, communities at risk of crime and anti-social behaviour and victims; and

Individual action to become a Neighbourhood Champion, to take responsibility for your own behaviour and actions, to report crime and anti-social behaviour and to support each other if threatened by crime.

As this range of activity shows, community safety is a complex series of issues that cannot be successfully tackled by any agency working alone so representatives of all of the groups listed meet together as the Safer Harrow group to plan how best to reduce crime and anti-social behaviour. Our ideas and actions for 2012/13 and the two years beyond are set out in this plan.



Dal Babu
Borough Commander,
Harrow Police



Michael Lockwood
Chief Executive
Harrow Council



Councillor Phillip O'Dell
Portfolio Holder, Environment and
Community Safety
Harrow Council

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Introduction

Early in each new calendar year, the Police and the Council review the crime figures for the previous 12 months and assess which crime types are of most concern. The findings are brought together in a Strategic Assessment and are subject of consultation with the Residents' Panel to check that the statistical data mirrors residents' experience. The Community Safety Plan then sets out how the partnership intends to respond to the local crime landscape. This Community Safety Plan covers the period 2012/2015 although in much more detail for 2012/13 than the later years as the plan will be refreshed each year to reflect up to date conditions.

This Plan, however, goes much further than its predecessors in taking a wide view of what constitutes community safety and extending the Plan's remit to include Adult and Children's safeguarding, domestic violence, hate crime and community tension monitoring and helping people recover from abuse of drugs and/or alcohol. It also includes several case studies showing the impact of action taken in the last year. In future years, the Plan will continue to expand to include public health messages which contribute to personal and community safety and well-being.

This Plan also sets out development areas for the Community Safety Partnership, which locally is called Safer Harrow, to ensure it remains a strong and sustainable partnership with a strategic focus and effective performance management. It also looks at the developing relationship between Safer Harrow and the Health and Wellbeing Board, which is also a partnership body, concerned primarily with health and social care but also with other services that contribute to wellbeing. Community Safety in its widest sense is a key component of wellbeing.

Purpose of the Safer Communities Plan

This Plan describes the work of the Council, the Police and partner agencies to reduce crime and create safer and stronger communities across Harrow by:

- Identifying priority community safety issues and geographical areas based on our strategic assessment;
- Working in partnership with other organisations to keep the Borough clean, green and safe;
- Supporting and protecting people who are most in need;
- Communicating with and involving people in Harrow to address the issues that matter most to them;
- Mainstreaming community safety activity within the Council's service plans and those of partner agencies; and
- Leading and supporting Safer Harrow in delivering safer communities.

The nature and future of Safer Harrow

What is Safer Harrow?

Safer Harrow is the name of the Community Safety Partnership that was set up following the 1998 Crime and Disorder Act. Partnership approaches are largely built on the premise that

no single agency can deal with, or be responsible for dealing with, complex community safety and crime problems and for improving wellbeing and that success will only come through joint working.

The Partnership comprises:

- Harrow Police
- Harrow Council
- Harrow Probation
- Voluntary and Community sector organisations
- Harrow Fire Service
- NHS Harrow
- The Mayor's office for Policing and Crime (MOPC)
- A representative of Brent and Harrow Magistrates' Court

Partners bring different skills and services to Safer Harrow. The police and the probation service, who both have as their core role the reduction of crime and disorder, play a very active role in Safer Harrow while for other partners, the crime and anti-social behaviour aspects of community safety are less central issues compared with safeguarding and wellbeing. However, all contributions are important and the range of different contributors to improving community safety in Harrow means that extensive coordination is needed. This is reflected in number and specialisation of the co-ordination and strategy groups through which Safer Harrow addresses its concerns.

In terms of formal structure or governance, Safer Harrow comprises a number of forums that facilitate coordination and delivery.

- At a strategic level, community safety is coordinated by the **Safer Harrow**, which includes senior managers from the partner agencies and meets quarterly;
- At an operational level, a high level body called the **Joint Agency Tasking and Coordinating Group (JATCG)** meets monthly to discuss operational issues that are persistent, topical or impact on large numbers of residents.
- The **Anti-Social Behaviour Action Group (ASBAG)** meets monthly to tackle lower level anti-social behaviour problems of individuals or of particular areas.
- The **Early Intervention Panel (EIP)** commissions interventions with individuals that are designed to prevent entry into the criminal justice system.
- **Integrated Offender Management (IOM)** is a process which brings together most of the Safer Harrow agencies to support those at risk of re-offending to stay out of trouble;
- **Multi-Agency Public Protection Arrangements (MAPP)** targets the most serious sexual and violent offenders and comprises Police, Probation and the Prison Service.
- The **Drug Action Team (DAT)** commissions treatment, education and preventative services for people with substance misuse problems
- The **Multi Agency Risk Assessment Committee (MARAC)** co-ordinates work to address repeat victimisation from domestic violence
- **Domestic Violence Forum** – partnership group for practitioners
- **Hate Crime. and Community Tension Monitoring Forum** meets every two months and is a partnership forum composed of representatives from the community and voluntary sector, police, and council departments
- **Harrow Hate Crime Advisory Group (HHCAG)** works to increase the transparency and accountability of the police and council in their investigation of hate crime and promote confidence and resilience in the overall service

- **Harrow Hate Incidents Panel (HHIP)** works to reduce repeat victimisation and ensure the best possible outcome for victims and witnesses
- **The Multi-Agency Safeguarding Hub (MASH)** is operational everyday to respond immediately to reports of potential harm to vulnerable young people and, it is hoped, adults.
- A number of other agencies have a duty to cooperate including Children's Services and the Youth Offending Team

The Health and Wellbeing Board has similar status to Safer Harrow and has direct responsibility for developing a Health and Wellbeing Strategy that guides the commissioning of health and social care services, including a range of activities that also support the ambitions of Safer Harrow. Working arrangements between the two organisations are being developed to make sure that the objectives and programmes of both are complementary.

These formal groups are supported by practitioner groups that share information and good practice, groups that bring the experience of victimisation or public concerns to the Partnership and regular contact between and within agencies.

Safer Harrow is only able to influence certain community safety and criminal justice services that are delivered locally. Prisons and courts for example, are managed and administered centrally.

Financial savings from partnership interventions will often not return to organisation making the investment and sometimes not to organisations within the partnership at all such as the Prison Service and Courts Service who can benefit financially from Safer Harrow's interventions.

Funding

The Government's public sector spending plans involve significant reductions in funding for all the agencies involved in criminal justice over the next three years. How these reductions will impact on the ability of individual agencies to support the community safety agenda will only be known as detailed budgets are drawn up year by year. However, for the current year, some examples of the decisions already made give an indication of the impact that changes to funding will have.

For the Police,

- The overtime budget for Harrow has been reduced from £495,000 to £428,000 for the policing year 2012/13 a reduction of 14.6%.
- Working with the LA we have identified LAA money from historical projects which was not spent and we are seeking to effectively use these funds for local initiatives.
- We have submitted an application to MOPAC to secure the £50,000 Community Safety Fund with an additional application seeking to spend £18,000 carried over from last year.

The Council has made significant savings in recent years. In the period 2007/08 to 2009/10 these totalled £38m. As part of the budget approved last year, £19m of savings were identified for 2011-12 with a further £12.3m for future years. Over the three years of the Medium Term Financial Strategy now proposed, an additional £18.6m of savings has been identified.

Making savings on this scale is extremely challenging, but Directors have focussed on ensuring that further changes to service delivery models are innovative, robust and deliverable

and minimise the risk to vulnerable people or service failure. The extent of the cuts to public sector spending and the Government's agenda for public service reform mean that the Council is thinking about its future shape and size; how we deliver services in collaboration more with partners and residents and bring about a new relationship that has the potential to unlock major savings.

The NHS nationally has a cash budget increase of 0.1% but has a target to save £20bn over the next 4 years. Locally, the Primary Care Trust has a deficit which requires compensatory spending reductions of 15% in all services.

The budgets of the Police, Probation and Fire Services are focused exclusively on community safety work. In addition, significant mainstream resources from Harrow Council, and the Primary Care Trust, contribute towards reducing offending behaviour in the borough

For the fire service, the Mayor's budget targets indicate that total savings of £64.8 million will need to be made over 2013/14 and 2014/15. The London Fire Brigade (LFB) is the early stages of preparing the fifth London Safety Plan which is the main mechanism the LFB uses to make changes to the way the fire and rescue service is organised in London. The Plan will set out priorities and how services will be delivered from April 2013. The Plan will be subject to public consultation from November 2012.

Strategic Assessment

The Strategic Assessment is produced by Safer Harrow. It summarises the crime and disorder which took place in Harrow between October 2010 and September 2011.

The purpose of the Strategic Assessment is to increase understanding of crime and disorder issues in the borough and to inform decision making around how they should be addressed. As a high level summary, the Strategic Assessment does not discuss any crime or disorder type in detail, but serves to highlight the salient issues and trends. It also sets out a series of recommendations for action. More detailed analysis is regularly undertaken by the Partnership and is used to inform action and to evaluate interventions.

In June 2011, the Home Office removed many of the regulations on many aspects of Community Safety Partnerships (these are the statutory multi-agency bodies set up to tackle crime and anti-social behaviour). It is no longer a statutory requirement to produce a Strategic Assessment. However, it was felt that a summary of crime and anti-social behaviour in Harrow would be help the Partnership identify Harrow's identify key problems and set priorities.

Level of total crime in Harrow, neighbouring boroughs and London

A total of 13,999 crimes (often referred to as total notifiable offences (TNO)) were recorded in Harrow in 2011. This is the fifth lowest total of London's 32 Metropolitan Police boroughs. Once the population size of the boroughs is taken into account, Harrow's crime rate of 61 crimes per 1000 population puts it second lowest with only to Bexley, which recorded 55 crimes per 1000 population, with a lower crime rate. The borough with the highest level of crime in London, was Westminster, but as Westminster has unique characteristics as a leisure, transport and business hub, its rate of over 300 crimes per 1,000 populations it is not typical or directly comparable. Camden recorded the second highest crime rate with 171 crimes per 1,000 populations.

The crime rates in Harrow's neighbouring boroughs were 108 per 1,000 population in Brent; 100 per 1,000 population in Ealing; 89 per 1,000 population in Ealing; and 78 per 1,000 population in Barnet.

Change in level of crime in Harrow, neighbouring boroughs and London

The total number of crimes in Harrow fell by 9% in 2011 compared to 2010, this compares to a 1% reduction in London as a whole. This is the third largest reduction of London's 32 Metropolitan Police boroughs. Only Bexley (14%) and Newham (9%) recorded larger reductions.

Three out of four of Harrow's neighbouring boroughs recorded an increase in the level of crime in 2011. Hillingdon and Barnet both recorded moderate increases, Brent recorded a 6% increase and Ealing recorded a 6% reduction.

What crimes and ASB have gone up?

While, there was a 9% reduction in overall crime in 2011, several categories of crime showed increases during 2011:

Personal robbery increased from 423 to 587 (39%).

Residential burglary increased from 1744 to 1988 (14%). The most recent figures indicate the residential burglary is starting to decrease

Theft of cycles increased by 24%

The number of gun crime offences increases by 5%

Knife crime increased by 16% (196 offences between April 2011 to February 2012)

Serious youth violence increased by 12% in the financial year to date to February 2012 compared to the previous period up February 2011. It should be noted that the level of serious youth violence in Harrow is still one of the lowest of London boroughs.

What crimes have gone down?

While attention and resources are more likely to be directed to crime types that have gone up, it is interesting and useful to see which crime types fell in 2011

Violence against the person fell by 16%; this includes all major assault categories (common assault to wounding) and harassment. There were also no murders. (Only three other London boroughs recorded no murders in 2011. Brent, Ealing and Barnet recorded four to five murders each)

Rape fell from 63 to 57 offences (10%) and domestic violence by 8% to 1,161 offences

Theft of a vehicle fell by 10% and theft from a vehicle by 17%

Theft from shops fell by 24%

Overall criminal damage fell by 12% - including all major type of criminal damage

Racist and religious hate crime fell by 28%

Where crime and ASB takes place

Every part of the borough is impacted on by crime in some way, but there are several areas where there are higher concentrations of crime. These areas are often referred to as 'hotspots'. Four of these key hotspots are briefly discussed below.

Harrow Town Centre/Greenhill Ward

With 1707 recorded offences in 2011, Greenhill Ward continues to have the highest crime of any of Harrow's 21 wards. As well as being an area of heavy footfall, which in itself is likely to be associated with a higher volume of crime, there are three notable crime generators:

- a cluster of bars and pubs associated with violent crime in the late evenings and weekends
- a heavy concentration of retail outlets associated with theft related offences in mornings and afternoon
- a major transport hub associated with ASB and other offences

The level of crime in Greenhill ward has decreased drastically in recent years. Overall the number of offences in Greenhill ward fell by 358 (18%) in 2011. This is well over one quarter of the total reduction in crime in Harrow in 2011. Since 2008, crime in Greenhill ward has fallen by 28%.

In terms of changes in the number of specific crime types in 2011

- Violence against the person, including all assaults, fell by 102 offences (23%)
- the number of personal robbery offences increased from 57 to 68 offences
- Residential burglary decreased by one offence to 144
- Theft from shops fell from 326 to 216 offences (34%)
- Criminal damage fell from 137 to 111 offences (19%)

Much of the reduction in offending levels in Greenhill ward and the Town Centre is likely to be due to various partnership interventions, in particular the Town Centre Team and the Safer Transport Team.

Wealdstone Corridor

This area covers the areas around George Gange Way in the west of Marlborough Ward and continues north into the High Street in Wealdstone Ward. High levels of crime are recorded in both these wards. This area has been associated with youth violence including a group of young people associated with a gang. Crime in Wealdstone Ward fell by 10% and in Marlborough Ward by 14% in 2011.

However, crime in Marlborough ward increased in 2009 and 2010, making the number of crimes in 2011 (904 offences) higher than the 808 offences recorded in 2008. There was a substantial drop in theft from vehicle offences in Marlborough in 2011, from 192 offences in 2010 to 64 offences in 2011. Conversely, personal robbery increased in Marlborough from 25 offences in 2010 to 56 offences in 2011. There was a similar pattern in Wealdstone Ward with a substantial decrease in theft from vehicle offences and an increase in personal robbery. Relatively high levels of serious violence are also recorded in these wards. There were 33 wounding offences in 2011.

Edgware

Edgware experienced the sixth highest level of crime of Harrow's 21 wards in 2011. This ward also experiences the highest levels of environmental crime in the borough such as fly-tipping and litter. These low level problems can contribute to a lack of commitment to an area and a careless attitude to keeping the area tidy and can contribute to low level offending.

South Harrow

South Harrow straddles three wards: Harrow on the Hill, Roxeth and Roxbourne. Some of the crime and disorder problems around South Harrow are associated with young people hanging around after school and later on in the evening. South Harrow is also a major transport hub, with a busy underground station and 10 bus routes that pass through.

There has also been an increase in the spread of hate offences in the South Harrow area in 2011/2012. There are two clusters in South Harrow. The first is to the west of the junction between Northolt Road and Roxeth Hill, around the Grange Farm Estate. The second cluster is the area to the West and South of South Harrow offences took place between the Rayners Lane Estate and Eastcote Lane Estate as well as around Northolt Road

Who commits crime and ASB in Harrow?

Crime is committed by a variety of types of people in Harrow, but some groups are more likely to offend than others. For most crime types, offenders are disproportionately young and disproportionately male. White residents are the ethnic group most likely to offend, but once that group's size in relation to the borough population is taken into account, their offending levels are approximately proportionate. In relation to their number in the population, Asians have low rates of offending and Black residents higher rates of offending. However, the profile of offender varies considerably between crime types, with, for example, robbers tending to be much younger than burglars.

Victims of crime in Harrow

Victims are more demographically varied than offenders in terms of age, ethnicity and gender. Younger people are more likely to be victims than older people, but the relationship between age and risk of victimisation is relatively weak. Males and females have similar levels of victimisation, but these vary between offence types, with, for example, males more likely to be victims of violence in general, but females more likely to be victims of domestic violence.

Summary of Harrow's crime and disorder problems

Performance: 2007/08 – 2010/11

The table below summarises changes in the level of crime and other criminal justice indicators from 2007/08 to 2011/12.

Crime and anti-social behaviour indicators

Crime/ASB type	2007/08	2010/11	2011/12	Change 10/11 to 11/12	Change 07/08 to 11/12
Total crime	14074	14968	14112	-856	38
Common assault	660	832	652	-180	-8
Personal robbery	469	398	668	270	199
Residential burglary	1541	1798	2080	282	349
Theft from vehicle	1768	1637	1590	-47	-178
Theft of vehicle	548	364	331	-33	-217
Snatch and pickpocket	537	499	311	-188	-226
Criminal damage		1569	1476	-93	n/a
Young first time entrants	164	86	92	6	-72
Offences committed by young people	564	515	380	-135	-184
Problem drug users in treatment	391	387	418	31	27
Incidents recorded on buses	1346	911	975	64	-371
Racist offences	117	227	195	-32	78
Domestic violence	920	1270	1144	-126	224
Incidents on trains and tubes	781	491	370	-121	-411

In 2011/12, there were 14,112 crimes in Harrow (officially referred as total notifiable offences (TNOs)) compared to 14,986 offences in 2010/11, a decrease of 5.7%.

Recent performance and trends

The Police set targets for reductions in particular crime types and also targets for the rate for resolving those crimes. Resolving is measured by the Sanction Detection rate which means the number of offences for which a judicial outcome is achieved such as a conviction or a caution.

Fire Service Performance

The Fire Service's priority is to make people safer in their homes and within their communities. By actively engaging with London's communities they are able to inform and educate people in how to reduce the risk of fires and other emergencies. The Service believes that by empowering individuals with knowledge and skills regarding; preventing, detecting, and escaping from fire, they will make informed choices and decisions which will improve the safety of themselves, those they live with, and others in their community.

While the Service wants to make everyone in London safer, their analysis shows that some people are more vulnerable to fire risks than others. Therefore they prioritise work to help these people first. Fires are analysed by the type of property they occur in and the cause of the fire, and from this work, fire prevention priorities are identified. The places and people who are most at risk are also identified through using a range of social, demographic and geographic data. Preventative methods are targeted most towards these higher-risk people and places.

Although there has been a significant decline in the number of fire deaths and injuries over the past decade, the Service continually strives to bring these figures down even further. To help achieve this, a range of targeted schemes and initiatives are delivered with the intention that their combined effects will bring about a greater reduction in fires, fire deaths and injuries. The main method of preventing fires in the home is home fire safety visits programme (HFSVs). These visits are targeted at those most at risk from fire and are used to provide residents with individually tailored fire safety advice and, where necessary, install a smoke alarm.

Within the 2011/2012, crews responded to 2059 incidents within the borough of Harrow. Of these 477 incidents were fires and 511 were special services such as flooding, road traffic collisions and lift releases.

Performance Indicators	11/12 Target	11/12 Actual	12/13 Target
Fires in the home (Accidental)	127	127	126
Fire in non-domestic buildings (Accidental)	48	42	48
Fires – Rubbish (deliberate & unknown motive)	93	35	92
False alarms from automatic systems (Non Domestic)	539	553	530
Shut in lift releases	36	41	38
Time spent by station staff on community safety	10%	13%	11%
Home fire safety visits carried out	781	946	817
% of Home fire safety visits to priority homes / people	65%	77%	70%
1 st Appliance – Average arrival time to incidents in Harrow	6 minutes	6:41	6 minutes
2 nd Appliance – Average arrival time to incidents in Harrow	8 minutes	9:51	8 minutes

Case Studies

It is useful to consider the impact achieved by actions taken by the Council and the Police to address community safety concerns. It is difficult to attribute a change in the crime rate or in anti-social behaviour to a particular cause when a wide range of factors influences individuals. However, case studies can show direct outcomes of particular initiatives and give an indication of their value. The following case studies highlight two particular projects and include specific outcomes that would not have been achieved without the investment in preparing and following through with initiatives. Clearly, there are continuing outcomes from both of these projects in addition to the impact highlighted.

Action by Neighbourhood Champions

Two neighbourhood champions in adjoining streets raised a concern about a large property that had been divided up and was being rented out to a large number of individuals.

Neighbours were experiencing problems of noise, disorder and had suspicions that drug dealing was taking place. These problems had been going on for an extended period.

After the input from the neighbourhood champions, an investigation took place which involved the Police and Council service teams including planning enforcement, private sector housing, anti social behaviour and environmental health. A number of enforcement actions were put in place including carrying out a Police drugs raid. The landlord was contacted and advised on implementing proper systems for controlling a property of this type.

Following the input from the services this has become a well run property with a permanent management presence. The problems which had previously been experienced have ceased, as has the disruption to the community.

Distribution of Smartwater

2010-11 and 2011-12 have seen the roll-out of a major crime reduction initiative in Harrow, the free on-demand installation of Smartwater to households in Harrow. This has seen the Police visiting approximately 30,000 homes across the borough, installing Smartwater and offering crime prevention advice and information to residents.

Smartwater allows property to be tagged with an invisible mark which can be tracked back to the individual household where it was installed. This means that if the Police find this property at a later date, they can conclusively prove that the item is stolen- and exactly where it was stolen from, making life very difficult for would-be burglars.

The impact of Smartwater on burglary trends will be evaluated in a detailed study which will be carried out in the 2012-13 year but it is already apparent that the project has had a positive impact – over the time when the home visits were being carried out, surveys have shown public confidence in the Police and Council's crime reduction work increasing from below 30% to over 80%.

Suggested priorities for Safer Harrow in 2012/13

With limited resources to tackle crime and disorder problems, Safer Harrow inevitably has to prioritise certain offence types over others. From the analysis of crime and disorder problems in the Strategic Assessment and the performance information, the following crime and ASB types are suggested as priorities:

Residential burglary: This is a high volume crime that impacts significantly on households and communities. There were 2080 offences in 2011/12 compared to 1798 offences in 2010/11, an increase of 16%.

Robbery and Snatch: There were 668 personal robberies in 2011/12, a 68% increase on the 2010/11 figure of 398. The figures for snatch show a reduction to 311 offences in 2011/12 compared with 499 in 2010/11 a decrease of 38%. The combined figure shows a 9% increase in 2011/12 over the 2010/11 total.

Anti-social behaviour (ASB): Anti-social behaviour in this context means low level nuisance behaviour and degradation of the environment, including incidents such as fly-tipping and graffiti. Residents are far more likely to experience behaviour such as young people hanging around and graffiti than serious violent crime. ASB is also particularly suited to a local

response as the problems differ considerably between geographical areas and local practitioners are likely to know more about the problems and the best solutions.

Serious youth violence: Despite an overall reduction in offending by young people, including violent offences, there are indications that serious youth violence has increased in 2011 in Harrow. Evidence for this comes from recorded police data as well as intelligence from front-line practitioners. There were 104 offences of serious youth violence in Harrow between April 2011 and February 2012, a 20% increase on the same period in 2010/11. Similarly, both Ignite and the Positive Action Team report increased levels of concern about serious youth violence in Harrow.

The full Strategic Assessment is available from the Council and is on the Council's website.

Consultation with Harrow residents and stakeholders

Consultation takes place on what community safety issues should be prioritised and what actions should be taken to address particular issues.

As part of the Community Safety Plan, it is helpful to consult residents on what they think the priorities should be. The agencies that make up Safer Harrow engage in a variety of methods of consultation to ensure that residents' views are reflected in what they prioritise and how they tackle crime and ASB problems.

The Residents' Panel

The Residents' Panel is a sample of approximately 1,200 Harrow residents aged 18 and over. The Panel is representative of the population of the Borough by ethnicity, age, religion, disability, geographical spread, employment status and housing tenure. The Panel was asked about three main issues in the spring based on the findings of the Strategic Assessment. These were:

- how safe people felt in their local area both after dark and during the day
- to what extent the Police and other public services seek people's views about anti-social behaviour and crime; and
- to what extent people saw particular types of anti-social behaviour as a problem

In answer to the first question, 51% of respondents felt very or fairly safe outside in the local area where they live after dark and 82 % felt very or fairly safe outside in the area where they live during the day. There were variations across the Borough with the wards feeling safest in answer to both questions being Pinner and Pinner South and the wards with the lowest scores included Roxeth, Roxbourne and Wealdstone.

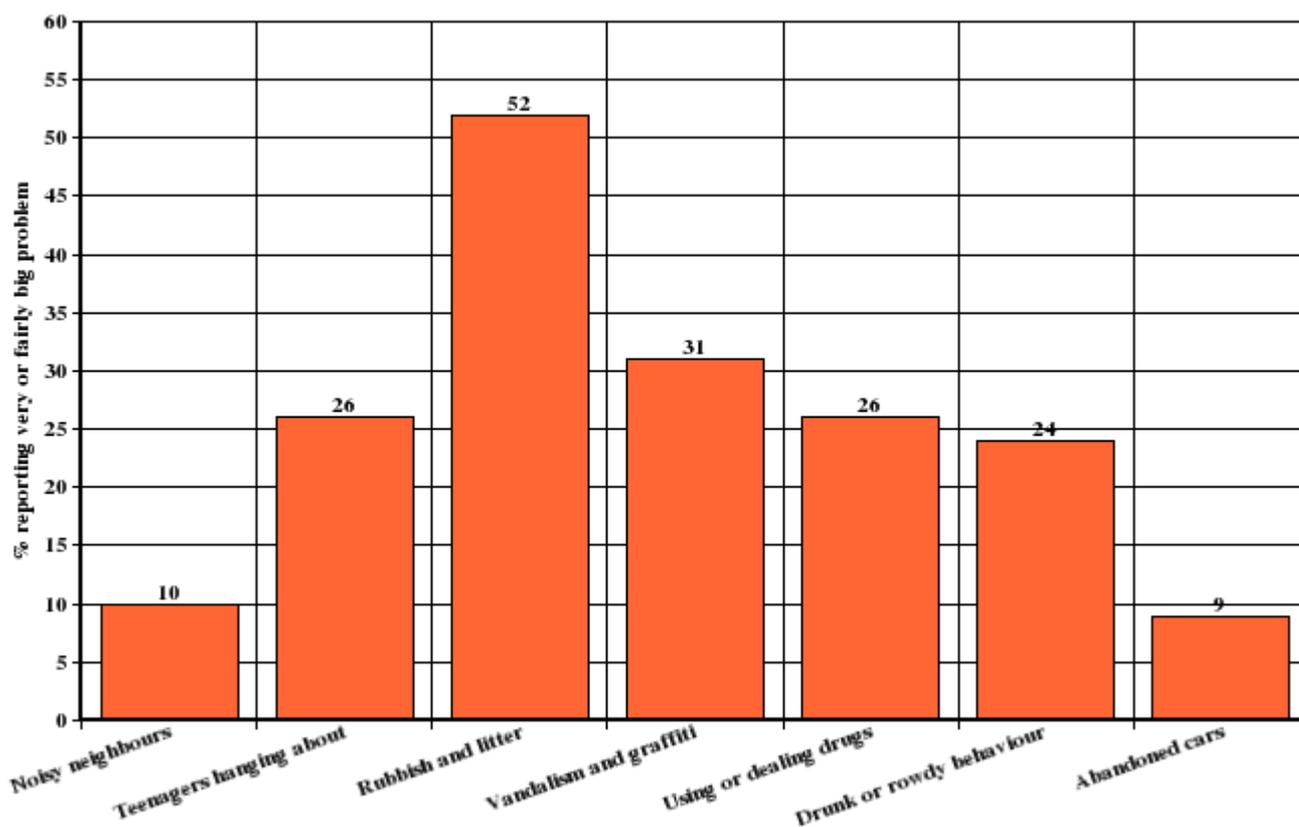
With regard to the second question, 58% agreed or strongly agreed that their views were sought. There were significant fewer people agreeing with the proposition in Harrow Weald

The Panel were also asked whether a range of anti-social behaviours were a big problem or not much of a problem at all. The headline results for those reporting that each type of anti-social behaviour was not much of a problem or not problem at all are shown in the following table.

There were variations in the response by ward with the most significant being:

Type of ASB	Big or very big problem outliers	Not much or no problem outliers
Noisy neighbours	Queensbury Wealdstone	
Teenagers hanging about	Harrow on the Hill Roxbourne Roxeth Wealdstone	Pinner Pinner South
Rubbish and litter	Greenhill Wealdstone Roxbourne	Pinner Pinner South
Vandalism or Graffiti	Harrow on the Hill Roxbourne	Kenton West
Using or dealing drugs	Roxeth Marlborough Wealdstone	
Drunk or Rowdy behaviour	Greenhill	
Abandoned cars	Wealdstone	

Anti-social Behaviour



Form of Anti Social Behaviour
Residents Panel March 2012

The results of the consultation are very similar overall with the response last year and do not indicate that there should be any changes to the priorities arising from the data collected for and analysed in the Strategy Assessment.

The Public Attitudes Survey

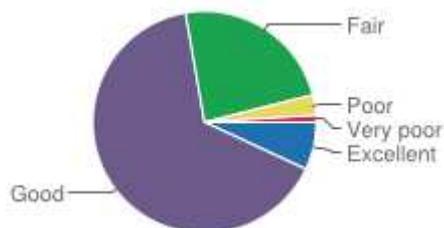
The Public Attitudes Survey, which a high quality survey commissioned by the Metropolitan Police, and produced data for each borough, suggests that the Police are concentrating on issue that matter to Harrow residents. Almost 80% of respondents thought that the Police understood issues that affect their community and 70% thought that the Police deal with things that matter to people in their community. Overall 85% of residents were satisfied

Confidence Results - Harrow

The MPS Public Attitude Survey asks residents of the following questions to measure confidence in local policing.

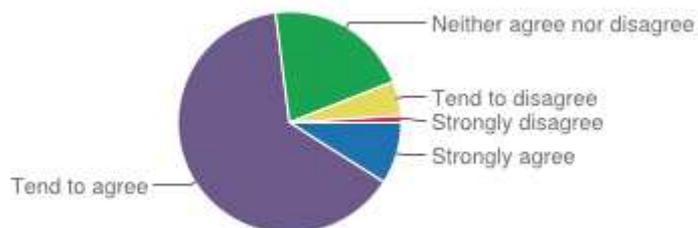
The results below represent Harrow resident's views.

Taking everything into account, how good a job do you think the police in this area are doing?



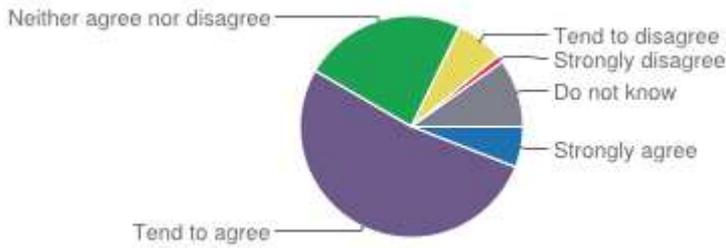
- § Excellent - 7 %
- § Good - 66 %
- § Fair - 24 %
- § Poor - 3 %
- § Very poor - 1 %

To what extent do you agree that the local police are dealing with the things that matter to people in this community?



- § Strongly agree - 9 %
- § Agree - 64 %
- § Neither agree nor disagree - 21 %
- § Disagree - 5 %
- § Strongly disagree - 1 %

To what extent do you agree that the police and local council are dealing with the anti-social behaviour and crime issues that matter in this area?



- § Strongly agree - 6 %
- § Tend to agree - 53 %
- § Neither agree nor disagree - 24 %
- § Tend to disagree - 7 %
- § Strongly disagree - 1 %
- § Don't know - 10 %

The PAS is representative of the population of London as a whole and is in line with census data in terms of ethnicity, age and gender. However, as with all surveys, some groups may be underrepresented. The PAS under samples White respondents aged 15-34 in some boroughs. However, the difference between the sample and the census data could, at least in part, be due to the changes that have taken place to the population of London since the census was taken.

Care must be taken when comparing the Metropolitan Police Service results with other force results, particularly as other forces are using different methodologies to capture their data.

Priorities and actions to address them

Residential Burglary

Residential burglary is theft, or attempted theft, from a residential building where access has not been authorised.

The Police and their partners intend to commit considerable resources to reducing residential burglary and other acquisitive crime over the next three years. The items outlined in this section are Partnership approaches rather than internal activities of Harrow Police, where much of the impetus for reducing residential burglary comes from.

The Partnership activities over the next three years that will impact on residential burglary and other acquisitive crime include:

- Continue the Smartwater initiative that offers free property marking to all households in the Borough that ask for it. The initiative is intended not only to deter burglary at each property at which the marking system is deployed but, through mass distribution, to make Harrow an unattractive place for burglars to operate in.
- Consider funding for locks and security for victims aged over 65.
- Build on communication activities around prevention as a very high percentage of burglaries in Harrow involve obtaining access through unlocked doors and windows – and particularly those adjacent to single story extensions.

- Continue the emphasis on crime prevention by working closely with Housing and the Registered Social Landlords to make properties more secure.
- Crime reduction communication campaigns in known hotspot areas
- Provide crime prevention advice to the owners of vulnerable properties in the hotspot locations
- Continue with high-visibility Police patrols in known hotspot areas to deter offenders, as well as to gather intelligence about individuals in the area likely to be committing these offences
- Actively target known offenders and hotspot areas through pro-active operations, to reduce the number of offences
- Continue to work with other boroughs including Hertfordshire and Brent to gather intelligence about possible offenders committing burglaries in Harrow
- Target handlers of stolen goods to restrict the sale of stolen property

Commentary

The Council and the Police have committed significant resources to the SmartWater initiative. To date, around 30,000 SmartWater kits have been installed free of charge in residential properties in the Borough. The kits have been offered to the owners of properties that have been burgled and properties near to those that have been burgled and in hot spot areas although any resident can request a kit.

The kits have not yet been in place long enough to allow a definitive judgement on the effectiveness of SmartWater deployment but further analysis will be undertaken throughout the year.

The Police recently held a multi-borough seminar to identify good practice across a number of areas including residential burglary and a number of ideas in use in other parts of London are being evaluated

Robbery and Snatch

Robbery is the crime of taking or attempting to take something of value by force or threat of force or by putting the victim in fear. Snatch is taking or attempting to take something of value by applying force to the object rather than the person from whom it is taken. Snatch figures will be included in the robbery totals from now on.

Robbery and Snatch are often opportunistic crimes and can occur in any location although in Harrow, the hot spots are areas with high numbers of pedestrians, especially the Town Centre.

The age profile of both offenders and victims are broadly similar - over half the suspects are aged between 15 and 19 and the next highest age ranges are 20-24 and 10-14. Similarly, the highest number of victims come from the 15-19 age group with the 20-24 and the 10-14 year old groups next. The age of victims however, extends up through all the recorded ranges. Suspects are overwhelmingly males whereas victims are only marginally more likely to be male.

As well as high visibility patrolling, the most effective action is to reinforce community safety messages relating to robbery and snatch such as:

- Be alert and aware of your surroundings - planning your journey ahead so you know where you are going helps you to appear confident.
- If you can, avoid walking alone at night. Steer clear of shortcuts that take you through secluded or poorly lit areas such as parks and alleyways.
- If you are carrying a bag make sure clasps or main zips face inwards. Keep keys in your pocket. Never carry large amounts of cash. If confronted by a robber or snatch thief you should surrender your property without a fight - your safety is more important than your property.
- If physically attacked, shout loudly to attract attention of others and run away.
- If you suspect someone is following you, check by crossing the street - cross several times until you feel safe again. If necessary go to the nearest place where there are other people, like a shop or pub and call the police - avoid using phone boxes. This is why planning your journey is important.
- You may want to consider investing in a personal attack alarm. Make sure it is easily to hand so you can use it immediately to draw attention to yourself and hopefully scare off the attacker.
- If you are heading somewhere unfamiliar let someone know where you are going, your planned route there and when you expect to return.
- If you are going home, have your keys ready so you can get yourself in quickly.

Commentary

The proceeds of robbery and snatch tend to be cash, phones and other small electronic devices which have a ready market which is not easy to track or trace. This precludes the intelligence-led approaches that can be successful in making burglary more difficult. The new Integrated Offender management scheme may prove to be effective in targeting known robbers and burglars although it will be unable to support those living outside Harrow which applies to a significant proportion of burglars arrested here. .

Anti Social Behaviour

Many residents in Harrow experience ASB at some point. This could be fly-tipping, graffiti, litter, noise, nuisance neighbours, vandalism or youths hanging around. For some residents, levels of ASB can have a significant adverse impact on their quality of life. The partnership has a wide range of tools at its disposal for tackling ASB and intends to continue to prioritise ASB.

Some of the key partnership actions over the next three years include:

- Continue the Harrow Weeks of Action. These are multi-agency week-long events which focus on a particular area to address crime, anti-social behaviour, environmental concerns, and issues such as untaxed cars
- The tools available to the Police and Council for dealing with ASB will change following legislation in winter 2012 with the new tools in place to use in Harrow by 2013. Some of the key changes are:
 - The abolition of ASBOs and other court orders and their replacement by two new tools: the Criminal Behaviour Order and the Crime Prevention Injunction

- The creation of a Community Protection Order for dealing with place specific ASB
- The creation of a single police power for dispersal around ASB
- A greater emphasis on rehabilitation and restorative justice for perpetrators of ASB

The Partnership will keep up to date with these changes and make effective use of the new tools.

- Ensure that there are effective responses to the Community Trigger (which gives victims and communities the right to require agencies to deal with persistent anti-social behaviour). This is likely to be introduced in 2012
- The effectiveness with which Harrow Council deals with reports by members of the public on problems such as fly-tipping, litter and graffiti will be improved with the introduction of the Streets and Ground Maintenance Project. This new system will enable problems to be recorded more rapidly and accurately and improving how they are dealt with.
- Re-focussing the role of Neighbourhood Champions and providing greater support. It is hoped that a borough-wide conference will take place in 2011.
- Continue operations around Wealdstone where youth workers have been embedded into Safer Neighbourhood team patrols to provide a range of responses to the issues presented by young people.
- Maintain CCTV coverage in and around Harrow Town Centre. This will help to reduce ASB, a high proportion of which takes place in the Town Centre

Commentary

The ever closer working between the Council's two anti-social behaviour teams (Environment and Housing) and the Police provides a joined up and graduated menu of responses as well as the opportunity for early intervention to try to prevent problems from escalating. The remodelling of the Safer Neighbourhood Teams to provide flexibility of deployment to the areas of most need on a daily basis and the new 'Grip and Pace' management arrangements introduced by the Police (and which are influencing the speed of the Council's response to intelligence and events) all contribute to a more proactive and speedy response to anti-social behaviour.

This places the Council and the Police (as well as voluntary and community groups involved in this work) in a good position to take advantage of the new powers as and when they become available and to be able to respond to the Community Trigger provisions if they are brought into law.

Serious Youth Violence

Serious youth violence which includes GBH, knife and gun crime where the victim is younger than 20 years increased by 12% in the financial year to date to February 2012 compared to the previous period up February 2011. It should be noted that the level of serious youth violence in Harrow is still one of the lowest of London boroughs.

However, earlier this year, a number of stabbings took place between young Somali males. Chief Superintendent Babu held a number of meetings with Somali mothers, statutory and third sector partners to discuss how the mothers could help by using their influence on their children to guide them away from crime and involvement in gangs.

As a result of the meeting the 'Mothers against Gangs' was formed. Harrow police are funding the group through the Prisoner Property Act fund, and funds will be given to Harrow Association of Voluntary Organisations (HASVO) to directly fund the group.

Although MAG was set up after meetings with Somali mothers, the group will include mothers from all faiths and backgrounds.

MAG will be a self help group that will:

- Raise the profile of MAG within Harrow and elsewhere
- Assist mothers whose children are involved in or at risk of becoming involved in gangs or crime
- Assist with promoting diversionary activities for young people at risk in Harrow
- Help police and statutory partners with disseminating information within their communities

MAG will be launched at a seminar to provide mothers with information on approaches currently being trialled in Harrow and elsewhere to reduce serious youth violence and combat the influence of gangs. A number of guest speakers will provide mothers with an insight into what signs to look for to tell if your child is involved in gangs and also information of the threat to girls of joining gangs.

This work follows on from Resilience Training provided last year by the Young Foundation to help young people recognise value in social roles other than gang membership and the joint work of Safer Neighbourhood Teams and the Council's Youth Service in addressing young people's needs and behaviour on the street.

Commentary

Every year, there is a new cohort of young people who may be susceptible to the attraction of gang membership and may also be attracted to crime and violence. The work that has been done in the past needs to be renewed constantly to help and support the next cohort and to be developed as new thinking and approaches are developed here and elsewhere. Successes in this work are often about things that didn't happen – reductions in the number of young people injured through violence and less reported gang activity – but it is the intention in this year to identify positive things that have been achieved by young people who have previously been in or associated with gangs as role models and, hopefully, active proponents of the benefits of change.

Other aspects of Community Safety

The priorities identified from the Strategic Assessment relate directly to the most recent patterns of crime and anti-social behaviour in Harrow. However, there is much more to Community Safety than responding to criminality. The local authority, the Health Service, the Probation Service and a wide range of voluntary and community groups contribute to improving community safety directly and indirectly.

In an attempt to recognise these contributions and to begin to develop a picture of this wider sense of community safety, the plan now looks at the specific provision made by Adults and Children's Safeguarding, Domestic Violence support and work to address Drug and Alcohol abuse. In future Plans, we intent to widen the range of services and groups included to present a more complete account of the community safety services in Harrow.

Children's Services

There have been massive changes in national policy and funding in the last two years. Harrow Children's Services, however, has carried out a major piece of transformation work to ensure that it is best-placed to meet these challenges head on.

The service embarked on whole system redesign. Design children's services now for a locality starting from a blank piece of paper would produce a design significantly different to our existing structure. Systems and processes had grown up over years to incorporate new initiatives, targets, budgets and requirements from central government as well as reacting to local needs and priorities.

A new and innovative future operating model has been developed that puts vulnerable children, young people and families firmly at the heart of a more efficient and effective system. Staff work in multi-disciplinary Teams Around the Family. Families have rapid access to services tailored to their needs with the most vulnerable fast tracked to the help they need.

The new operating model has a single front door, staffed by an expert multi-agency team, for all early intervention and targeted children's services provided or commissioned by the council. Harrow is a Metropolitan Police pilot for a Multi-Agency Safeguarding Hub, sharing information quickly and acting together to keep children safe. Harrow is also piloting the London Safeguarding Children Board's quality assurance framework, exploring the Reclaiming Social Work approach and training all practitioners in evidence-based programmes.

Other local areas have developed triage systems and multi-agency teams, but such a comprehensive whole system approach has yet to be delivered anywhere. These new ways of working allow professionals more time to be professionals: more face-to-face time with families and less time filling in paperwork. It cuts out unnecessary process and time wasted on complex referral systems and maximises time for direct work with children and families.

Key aspects of the Harrow model include:

- Strong partnerships with police, health and the third sector building on Total Place principles, delivering services together including a multi-agency information sharing hub
- A seamless multi-agency service with one point of contact that meets the needs of vulnerable children, young people and their families
- An early intervention approach to ensure that needs are met at the earliest opportunity and avoiding later expense once problems are entrenched
- A Team Around the Family/Child model to meet need in a co-ordinated way
- Reduced bureaucracy and improved integrated systems to maximise time that key professionals are able to work with families and share information effectively
- A new relationship between the Council and schools, acknowledging their increasing autonomy (particularly the new academies) but recognising and building on their understanding of children and family circumstances
- Maximising the efficient use of resources through robust strategic planning, commissioning and procurement of services to meet local need
- Improving outcomes through rigorous quality assurance closely linked to performance management and workforce development

This integrated operating model required a new organisational structure to bring together teams differently. The re-organisation of the Children's Services enabled integrated working both within the local authority and with partner agencies.

Adults Services

Safeguarding Adult Services

Harrow Council and its partners totally condemn any form of abuse of vulnerable adults.

Whilst it is recognised that the vast majority of carers (paid or unpaid) provide excellent care to those they look after, it must also be acknowledged that abuse can be perpetrated by anyone. This can include paid workers or professionals (those in a position of trust), partners, family carers, relatives, friends or strangers.

In recognition of these facts, Harrow's Local Safeguarding Adults Board (LSAB) has agreed a vision and a set of core principles and values for the Borough:

Vision

"Harrow is a place where adults at risk from harm are safe and empowered to make their own decisions and where safeguarding is everyone's business"

Principles and Values

The Harrow LSAB partners will safeguard the welfare of adults at risk by working together (in six key areas – empowerment; protection; prevention; proportionality; partnership and accountability) to ensure that:

- there is a culture that does not tolerate abuse; (protection)
- dignity and respect are promoted so that abuse is prevented wherever possible; (prevention)
- there is active engagement with all sections of the local community so that they are well informed about safeguarding issues; (partnership)
- adults at risk are supported to safeguard themselves from harm and can report any concerns that they have; (empowerment)
- quality commissioned, regulated and accredited services are provided by staff with the appropriate level of training; (accountability)
- there is a robust outcome focused process and performance framework so that everyone undergoing safeguarding procedures receive a consistent high quality service which is underpinned by multi-agency cooperation and continuous learning; (accountability)
- victims are supported to stop the abuse continuing, access the services they need (including advocacy and victims support); (proportionality)
- there is improved access to justice; (empowerment) and
- accountability for what is done and for learning from local experience and national policy. (accountability)

The LSAB has a 3-year Business Plan which incorporates a Prevention Strategy, a Training Strategy and a Dignity Strategy and produces an Annual Report that covers the progress made on the action plan.

The LSAB recognises the key role that other main stream agencies perform as part of its wider prevention approach. For example there are joint projects with Community Safety in relation to hate crime, Trading Standards for distraction burglary, the Police in working with Banks to prevent financial abuse and Domestic Violence organisations where the victims are older people, have a learning or physical disability or a mental health problem.

Domestic violence and violence against women and girls

Following a fall of 2% in the number of domestic violence offences in 2010/11, this trend has continued with a further reduction of almost 105 in reported incidents in 2011/12. Despite this decrease, domestic violence still accounts for a higher percentage of crime in Harrow than in many other Boroughs due to the relatively low rate of other forms of offending.

Domestic Violence work includes actions under the headings of prevention; provision; partnership and perpetrators. For the purpose of this Plan, the focus is on prevention and provision which is undertaken by the Police and a range of voluntary and community organisations commissioned or supported by the Council.

Prevention

- Continue the work raising awareness of domestic and sexual violence and attitudes to violence against women and girls. A broad range of activities is covered including work in schools and community events;
- Public awareness campaigns including raising awareness addressing forced marriage and female genital mutilation;
- § Specialist training for 350+ professionals in Harrow including faith, community, voluntary and statutory services.

Provision

- Mainstream funding for at least the minimum staffing levels considered necessary for Harrow of three Independent Domestic Violence Advisors (IDVAs), and a post to support the Multi-Agency Risk Assessment conference (MARAC). The IDVAs work with victims of violence to support them make choices about their future safety
- Grant funding for a part time Independent Sexual Violence Adviser;
- Continue and extend actions to maintain public awareness of DSV. A broad range of activities are included for this purpose
- Maintain the Sanctuary Scheme, refuge beds and the participation in the West London Rape Crisis Centre at least until March 2012 when the funding situation will be reviewed

Drug and alcohol misuse

The national framework around reducing drug misuse has changed significantly in the last. The Government now requires local services to

- put more responsibility on individuals to seek help and overcome dependency

- place emphasis on providing a more holistic approaches, by addressing other issues in addition to treatment to support people dependent on drugs or alcohol, such as offending, employment and housing
 - aim to reduce demand and supply
 - increase the role of local agencies in reducing drug misuse
 - aim at recovery and abstinence.
- There is a range of drug treatment and support services available in Harrow, as detailed in the annual Adult Drug Treatment Plan.

In relation to alcohol, although this is an increasingly serious issue in Harrow as in the rest of the country, there is little specific funding made available to support education or treatment. Significant work is being undertaken to collect data to demonstrate the link between alcohol and crime and alcohol and injuries requiring treatment at an Accident and Emergency Unit.

In addition, enforcement of the existing law regarding under-age sales, the control of street drinking and the proper regulation of pubs and clubs continue to help control the damage that excess consumption can cause and the recent Government alcohol strategy which considers the case for minimum pricing may contribute to this.

Reducing re-offending

The vast majority of crime in Harrow, as elsewhere, is committed by repeat offenders. The two main agencies for reducing re-offending are London Probation: Harrow, which is the lead agency responsible for reducing re-offending and the Youth Offending Team. Both agencies try to change the behaviour of offenders and help them lead positive lives in the community.

In terms of treating offenders, Probation provides services to offenders released from prison who served a sentence of one year or more and offenders who have been sentenced in the courts to a Community Order or a Suspended Sentence Order. The Youth Offending Team attempts to prevent young offenders from re-offending.

Since the last plan, an Integrated Offender Management (IOM) scheme has been established. The scheme enjoys the support of the Probation Service; the Police; the Council; the Health Service; JobCentrePlus; the Prison Service and voluntary sector organisations.

IOM identifies individuals being released from prison who have the highest risk of re-offending based on their score against a number of factors that power the Probation OGRS system. OGRS stands for Offender Group Reconviction Scale and is a uniform national predictor of re-offending which uses static data such as age, gender and criminal history. It is used by the Probation Service, along with other systems such as OASys (Offender Assessment System) to help determine the best approach to supervision and offender management.

In the context of IOM, offenders with an OGRE score above a certain threshold are invited to take part in the scheme. The Harrow scheme can cater for a cohort of 32 offenders at any one time and these will be a mix of statutory offenders (those who received a sentence of 12 months or more) and non-statutory offenders. These are the offenders at the highest risk of reoffending although not necessarily those who might commit more serious crimes.

The benefits of taking part are that the scheme provides easier access to and guides participants through the processes of obtaining out of work benefits, employment, housing, places on substance misuse programmes or perpetrator programmes for addressing domestic violence where appropriate. In return, participants agree to a strict regime of probation

supervision and police preventative interventions. For example, police and probation officers may call on IOM participants periodically and unannounced to remind them that they are of interest to these services. A breach of agreed behaviour leads to the withdrawal of the benefits of participation (although not the loss of out of work benefits or accommodation).

IOM is presented to participants as a last chance of turning their lives around and avoiding the revolving door of repeated prison sentences.

The concept of IOM has been piloted in several London Boroughs over the last two/three years with promising results. Harrow is part of a six borough Probation-led pilot employing different voluntary sector support agencies. For Harrow and Hillingdon, an organisation called P3 has been employed by the London Probation Trust. Their current offer in Harrow includes helping prisoners complete benefit application forms before their release date and meeting them at the prison gates. P3, in conjunction with the Probation Service's existing accommodation officer, tries to identify accommodation and arranges deposits, moving in and support with basis furniture where necessary. P3, again in conjunction with existing Probation provision, also seeks employment or pre-employment training courses for IOM participants.

P3's offer in Kensington and Chelsea, where the scheme is more established, includes a Hub which provides a place to go during the day if participants do not yet have a job or a course and where there is additional support in writing CVs and applications, identifying potential courses and developing interests and hobbies and socialising that together provide reasons for wanting to stay out of trouble.

P3 have use a desk adjacent to the MASH as well as use of accommodation at the Probation Service. The Police locally have offered accommodation at South Harrow Police Station for all those associated with IOM and this is currently being evaluated.

The Future of Safer Harrow

Safer Harrow is trying to join up the wide range of organisations and services that contribute to the provision of community safety in Harrow. It has added a representative of the Magistrates' Court to its membership in the last year and will continue to seek additional partners who can add to the mix of services, experience and knowledge that can help to make sense of the complex picture of needs and service offers that currently exist, identify gaps and duplications and help to achieve the highest standards at the most affordable costs.

One of the relationships that will need to be explored in the coming year is that with the new Health and Wellbeing Board. This Board, which is currently in shadow form, will be fully established with effect from April 2013 and will be primarily concerned with identifying the health and other services that need to be commissioned for Harrow. The wellbeing part of the Board's responsibilities, however, includes aspects of community safety and it will be important to ensure that efforts to increase wellbeing complement work to secure community safety.

How the Plan will be implemented and monitored

The Community Safety Plan has been compiled by combining the action plans of the partner agencies. It will be submitted for adoption by Safer Harrow, the Council Cabinet and the full Council as it forms part of the Council's policy framework.

The Plan will, however, be owned by Safer Harrow which is responsible for delivering reductions in crime and anti-social behaviour. Safer Harrow will monitor changes in both the crime rate and the sanction detections and, at the same time, progress on the projects set out in this plan. This will give oversight of the extent to which the activity that partners have undertaken to deliver has been achieved and also the impact that completed actions and projects make on the incidence of crime and anti-social behaviour.

As well as quarterly monitoring at safer Harrow meetings, there will be an annual review of the Plan and whether the outline actions included for later years are still appropriate and should be worked up in greater detail. This will lead to updating the action plan for 2012/13 and 2013/14. Unless the updating results in seeking new strategic objectives, it is not necessary for further formal approval to be obtained from Cabinet or the Council.

This plan should be sufficiently robust to absorb the changes envisaged by Government in the administration of criminal justice as these have been foreshadowed in drafting this document. The risks facing the plan are to be found more in the impact of continuing reductions in resources rather than legislative or organisational changes and is a possibility of requiring an interim plan next year or the year after if there are no longer resources to enable Safer Harrow to fulfil its obligations.

As well as the strategic overview brought to crime and anti-social behaviour by Safer Harrow, the various sub-groups and specialist groups will be responsible for monitoring their own action plans and the results that those strategies achieve and reporting these to Safer Harrow. Safer Harrow will therefore be well placed to identify the efforts made and the effect achieved of community safety activity.

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	20 th September 2012
Subject:	Changes to the Overview and Scrutiny Committee
Responsible Officer:	Alex Dewsnap, Divisional Director, Partnership Development and Performance Division
Scrutiny Lead Member area:	All
Exempt:	No
Enclosures:	None

Section 1 – Summary and Recommendations

This report updates the committee on:

- Changes to the areas of responsibility of the Community Health and Well Being and Health scrutiny lead members
- Proposals for representatives of Harrow Youth Parliament to be co-opted onto the Overview and Scrutiny committee

Recommendations:

Members are asked to:

- I. Agree the changes in the scrutiny lead areas;
- II. Request Council to agree to approach Harrow Youth Parliament to send representatives to the committee as a co-opted non-voting member of the committee

Section 2 – Report

Detail

Scrutiny Lead Members

In April 2012 the Scrutiny Leadership Group proposed a change in the scope of the areas considered by the individual sets of Scrutiny Lead Councillors to reflect the new organisational structure of the council. It was anticipated that this would provide a more effective focus for the leads and avoid the necessity to meet with more than one corporate director. However, implementation of the new scopes has proved more problematic than anticipated and thus the Scrutiny Leadership Group has reconsidered the scope, in particular of the Community Health and Well Being and Health leads. It is therefore proposed that the Health leads revert to their previous role and include consideration of health, public health and social care within their responsibilities and that the Community Health and Well Being Leads lose the public health and social care areas from within their brief, focussing on the remaining services included in the remit of the Community Health and Well Being Directorate.

This would mean that the following services are covered by each set of leads:

- **Health and Social Care** – Health services, adult care services, public health
- **Community Health and Well Being** – Community engagement, community cohesion, 3rd sector, housing, sport and leisure. [Note, the previous responsibility for crime and community safety is now covered by the Environment and Enterprise lead councillors.]

Co-options onto the Overview and Scrutiny Committee

In May the Overview and Scrutiny committee agreed the recommendations from the scrutiny review 'Redefining Youth Engagement'. Included in the proposals from this review was the need for the scrutiny function to consider how it might ensure that the views of the borough's young people are incorporated into scrutiny's deliberations. In order to achieve this, the Scrutiny Leadership Group has proposed to set up regular meetings with the Harrow Youth Parliament to share information about the proposed scrutiny work programme and also offer an opportunity to these young people to propose items to be included in the programme and to volunteer to join specific projects.

The Leadership Group has also agreed to offer a non-voting co-opted position on the Overview and Scrutiny committee to Harrow Youth Parliament in order that they can send representatives to the committee as they see appropriate. In order to achieve this, the Overview and Scrutiny committee is required to seek the approval of Full Council and it is recommended that this request is made.

Pending the approval of the Overview and Scrutiny committee and subsequently Full Council, representatives of the Scrutiny Leadership Group will meet with Harrow Youth Parliament to consolidate the arrangements.

Equalities implications

Improving the representation of the borough's young people in the scrutiny function will enhance the challenge that scrutiny can bring to its deliberations.

Corporate Priorities

All

Section 3 - Statutory Officer Clearance

Not required for this report.

Section 4 - Contact Details and Background Papers

Contact:

Lynne Margetts, Service Manager Scrutiny
0308 420 9387

Background Papers:

None

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	24 October 2012
Subject:	Youth Justice Plan and Youth Offending Improvement Plan
Responsible Officer:	Catherine Doran Corporate Director, Children and Families
Scrutiny Lead Member area:	Councillor Christine Bednell, Children and Families Policy Lead Councillor Zarina Khalid, Children and Families Performance Lead
Exempt:	No
Enclosures:	Cabinet Report October 2012

Section 1 – Summary and Recommendations

Overview and Scrutiny Committee is requested to:

- (a) Note the contents of the Youth Justice Plan and forward any comments to Council for consideration;
- (b) note the Improvement Plan.

Recommendations:

Effective delivery of youth justice services is a statutory function. The Council must take political as well as corporate responsibility for ensuring that rapid improvements are secured.

Section 2 – Report

As set out in the Cabinet report.

Financial Implications

As set out in the Cabinet report.

Performance Issues

As set out in the Cabinet report.

Environmental Impact

As set out in the Cabinet report.

Risk Management Implications

As set out in the Cabinet report.

Equalities Implications

As set out in the Cabinet report.

Corporate Priorities

As set out in the Cabinet report.

Section 4 - Contact Details and Background Papers

Contact: Kamini Rambellas, Interim Divisional Director Tel: 020 8736 6978

Background Papers:

[As set out in the Cabinet report.](#)

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REPORT FOR: CABINET

Date of Meeting:	11 October 2012
Subject:	Youth Justice Plan and Youth Offending Improvement Plan following Core Case Inspection of youth offending work
Key Decision:	No
Responsible Officer:	Catherine Doran, Corporate Director of Children and Families
Portfolio Holder:	Councillor Brian Gate, Portfolio Holder for Children, Schools and Families
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Youth Justice Plan 2012/13

Section 1 – Summary and Recommendations

Recommendations:

Cabinet is requested to:

(a) Note the contents of the Youth Justice Plan and Inspection Report;

(b) Agree the Improvement Plan.

Reason:

Effective delivery of youth justice services is a statutory function. The Council must take political as well as corporate responsibility for ensuring that rapid improvements are secured.

Section 2 – Report

The Council's top corporate priority is the protection of vulnerable children and adults. Effective partnership arrangements between the YOT statutory partners and other stakeholders are essential to ensuring effective outcomes for children and young people who offend or are at risk of offending. This report sets out the strategic plan for achieving this, the findings of the 2011 inspection of the service and the plan for securing improvements.

Options considered

Effective delivery of youth justice services is a statutory function. Addressing the recommendations in the inspection report is crucial to ensuring this.

Background

Since 2000 there has been a requirement in the Crime and Disorder Act 1998 for Youth Offending Teams (YOTS) and their partnerships to produce a Youth Justice Plan setting out how the YOT will be resourced in the local area and the services which will be available in relation to the statutory primary aim of YOTs to prevent youth offending in the area.

This YOT inspection programme which entailed visits to all Youth Offending Services in England & Wales over a three-year period, commenced in April 2009. Its primary purpose has been to assess the quality of practice against published criteria in relation to assessment, interventions and outcomes. The inspectorate assesses this by selecting a sample of cases which are read by a team of inspectors and assessors who then conduct interviews with the practitioners in charge of those cases.

HM Inspectorate of Probation (HMIP) inspected Harrow's Youth Offending Services in November 2011 and subsequently published a report on 21st December 2011 ([Core Case Inspection of youth offending work in England and Wales. Report on youth offending work in Harrow](#)). The purpose of the inspection was to judge "how often the Public Protection and Safeguarding aspects of the work were done to a sufficiently high level of quality" (HMIP inspection report London Borough of Harrow 2011, p.3)

The inspectors judged that;

"the Safeguarding aspects of the work were done well enough 45% of the time. With the Public Protection aspects, work to keep to a minimum, individual's *Risk of Harm to others* was done well enough 43% of the time, and the work to make each individual less likely to reoffend was done well enough 53% of the time."

Harrow's inspection came towards the end of the three year cycle. It is has been widely recognised that the criteria for evaluating services have been raised and that a number a number of Youth Offending Service inspections in London in particular, have given rise to concerns about the London context. That being said, the results are of great concern placing Harrow significantly below both the national and London averages.

The inspectors did comment favourably on the senior management response to the findings, noting that some had been anticipated and were being addressed.

Whilst there is no statutory requirement to present the Youth Justice Plan to Cabinet, the Youth Offending Service is recognised as a high risk area for the Council and its partners in relation to capacity to respond to the improvement challenges required. In response to this, the partnership has put in place an improvement board to support the improvement work and ensure appropriate pace is maintained.

A small number of YOT's will undergo inspections in the current financial year before the new inspection regime come into effect in 2013/14, it is unclear as to whether Harrow YOT is likely to be one of those selected.

Current situation

The YOT Management Board is a multi-agency partnership accountable to the partnership through Safer Harrow. The membership of the board has recently been reviewed to ensure appropriately senior representation and it has been agreed that the YOT Management Board will now be chaired by the Divisional Director with lead responsibility for quality assurance to ensure robust challenge and scrutiny. The Management Board is responsible for the production and delivery of the Youth Justice Plan (Appendix1).

The strategic aims for the YOT are set out in the plan as:

- Integrated strategic planning and working with clear performance oversight to ensure effective delivery of youth justice services.
- Effective partnership arrangements between YOT statutory partners and other stakeholders to generate effective outcomes for children and young people who offend or are at risk of offending.
- Efficient deployment of resources to deliver effective youth justice services to prevent offending and re-offending by children and young people.
- Ensuring sufficient capacity and capability to deliver effective youth justice services.

Since the beginning of 2012, a time limited Improvement Board has been in place to oversee the implementation of the YOT improvement plan. This board reports to the YOT Management Board and is chaired by the Divisional Director, Targeted Services. The improvement board is responsible for the delivery and implementation of the YOT improvement plan (Appendix 2) – post inspection, including driving up of national standards and improvement of quality and specific areas identified within the inspection. The improvement plan has recently been reviewed to ensure that there is a relentless focus on both performance outputs but more importantly on the *quality* of intervention and support to young people.

A capable and competent workforce is critical to achieving the desired outcomes for children and young people and to achieve this, the following are being put in place:

- Clear performance management expectations supported by regular supervision, appraisals and comprehensive training.
- Appropriate use of the Council's capability and conduct frameworks.
- Coaching and mentoring support from a high performing YOT manager.
- Ensuring the YOT is appropriately comprised to address the improvement challenges.

In addition in the latter part of 2012 we will commission the Youth Justice Board and a well-recognised independent provider to undertake a comprehensive mock inspection including cross team case audit to assure ourselves that the necessary improvements are being made and where not, appropriate action is taken.

Financial Implications

The 2012/13 budget for the YOT service totals £790,000, of which £310,000 is funded from Youth Justice Board Grant with the remaining £480,000 funded by council budget. To date the actions of the Improvement Plan have been delivered from within existing resources though the scale of the plan is creating pressures, especially in respect of management capacity.

Performance Issues

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

Indicators*	Harrow	London	YOT comparison group	England
First time offenders rate per 100,000 of 10-17 year olds population				
Jan 11 - Dec 11 (latest period)	597	891	590	749
Apr 10 - Mar 11	632	1017	720	876
Use of custody rate per 1,000 of 10 -17 year olds population				
Apr 11 - Mar 12 (latest period)	0.71	1.77	0.87	0.80
Apr 10 - Mar 11	0.80	1.57	0.81	0.90
Reoffending rates after 12 months				
frequency rate - Jul 09 - Jun 10 cohort (latest period)	0.90	0.98	0.81	0.96
frequency rate - Apr 09 - Mar 10 cohort	1.04	0.95	0.81	0.92

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

Harrow's YOT continues to have comparatively good results on these indicators but faces challenges to reduce reoffending and use of custody, which have both increased in recent years, in line with other London LA's. Engagement of young offenders in education training and employment is also monitored locally and is a priority for improvement.

The 2011 inspection identified weaknesses in compliance with a range of standards in the following areas:

- the quality and timeliness of assessments and plans
- effective risk and vulnerability management planning
- management supervision and oversight
- to ensure regular home visits for all young offenders
- measuring activity and outcomes to drive improvement
- ensuring young people, parent and carers are an integral part of their intervention plans

- victim awareness work is competed with all young people

Addressing these issues is central to the Improvement Plan.

Environmental Impact

There are no environmental impact considerations in this report.

Risk Management Implications

See separate guidance notes.

Risk included on Directorate risk register? No

Separate risk register in place? No

Identify potential key risks and opportunities associated with the proposal(s) and the current controls (in place, underway or planned) to mitigate the risks.

See improvement plan

Equalities implications

Was an Equality Impact Assessment carried out? No

Corporate Priorities

Please identify which corporate priority the report incorporates and how:

- Supporting and protecting people who are most in need.

Section 3 - Statutory Officer Clearance

Name: Emma Stabler	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 1 October 2012		
Name: Helen Ottino	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 3 October 2012		

Section 4 – Performance Officer Clearance

Name: David Harrington	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Partnership, Development and Performance
Date: 1 October 2012		

Section 5 – Environmental Impact Officer Clearance

Name: John Edwards	<input checked="" type="checkbox"/>	Divisional Director (Environmental Services)
Date: 2 October 2012		

Section 6 - Contact Details and Background Papers

Contact: Kamini Rambellas, Interim Divisional Director
Tel: 020 8736 6978

Background Papers:
Post-Ofsted Improvement Plan

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

[Call-in applies]

HARROW YOUTH OFFENDING PARTNERSHIP

YOUTH JUSTICE PLAN 2012-13

September 2012

HARROW YOUTH OFFENDING PARTNERSHIP

YOUTH JUSTICE PLAN 2012-13

Summary

Since 2000 there has been a requirement in the Crime and Disorder Act 1998 for Youth Offending Teams (YOTS) and their partnerships to produce a Youth Justice Plan setting out how YOT's will be resourced in a local area and the services which will be available in relation to the statutory primary aim of YOTs to prevent youth offending in the area.

The YOT Management Board is a multi-agency partnership accountable to the partnership through Safer Harrow. The membership of the board has recently been reviewed to ensure appropriately senior representation and it has been agreed that the YOT Management Board will now be chaired by the Divisional Director with lead responsibility for quality assurance to ensure robust challenge and scrutiny. The Management Board is responsible for the production and delivery of the Youth Justice Plan.

The strategic aims for the YOT are set out in the plan are:

- Integrated strategic planning and working with clear performance oversight to ensure effective delivery of youth justice services.
- Effective partnership arrangements between YOT statutory partners and other stakeholders to generate effective outcomes for children and young people who offend or are at risk of offending.
- Efficient deployment of resources to deliver effective youth justice services to prevent offending and re-offending by children and young people.

HM Inspectorate of Probation (HMIP) inspected Harrow's Youth Offending Services in November 2011 and subsequently published a report on 21st December 2011. The purpose of the inspection was to judge "how often the Public Protection and Safeguarding aspects of the work were done to a sufficiently high level of quality" (HMIP inspection report London Borough of Harrow 2011, p.3). The inspection took a representative sample of cases which were judged on how often Public Protection and Safeguarding aspects of work were done to a sufficiently high level of quality.

The inspection was split into three areas of Assessment and Sentence Planning, Delivery and Review of Interventions and Outcomes, each of which identified areas that needed improvement, including lack of permanent management in place, CAMHS input declining which impacted the provision of specialist input and delivery, to example a few. All of which then impacted the ability to assess whether there were successful outcomes for young people.

The Inspectors judged that:-

“the Safeguarding aspects of the work were done well enough 45% of the time. With the Public Protection aspects, work to keep to a minimum, individual’s *Risk of Harm to others* was done well enough 43% of the time, and the work to make each individual less likely to re-offend was done well enough 53% of the time.”

The results were a disappointing set of findings which identified significant short comings in management oversight and staff changes which had impacted the quality of work to manage risk of harm to others and to address safeguarding needs.

Some of these area’s have already been addressed; the recruitment of a permanent YOT manager, work on identifying a skilled workforce and any gaps alongside a new operating model as part of the wider Children’s Services restructure. This should secure closer integration with services for vulnerable children and young people.

Since the beginning of 2012, a time limited Improvement Board has been in place to oversee the implementation of the YOT improvement plan. This board reports to the YOT Management Board and is chaired by the Divisional Director, Targeted Services. The improvement board is responsible for the delivery and implementation of the YOT improvement plan -post inspection, including driving up of national standards and improvement of quality and specific areas identified within the inspection. The improvement plan has recently been reviewed to ensure that there is a relentless focus on both performance outputs but more importantly on the quality of intervention and support to young people.

This plan is set out as follows:

- Structures and Governance
- Partnership arrangements
- Resourcing and Value for money
- Risks to Future Delivery
- Performance
- Key Challenges and Achievements
- Priorities for 2012-2013

1. Structures and Governance

Outcome: Integrated strategic planning and working with clear performance oversight to ensure effective delivery of youth justice services.

Safer Harrow is considered the local Crime and Disorder Reduction Partnership which is jointly chaired by the Borough Commander and chief executive. This partnership takes a strategic approach to Crime and Disorder issues within Harrow. Membership of Safer Harrow consists of the following statutory partners:

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

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

Following the recent Inspection of Harrow YOT, a "time limited" Improvement Board has been created to oversee the implementation of the YOT improvement plan. This board sits underneath the YOT Management Board which is chaired by the Divisional Director with lead responsibility for quality assurance. Responsibility of this board consists of the delivery and implementation of the YOT improvement plan – post inspection, including driving up of national standards and improvement of quality and specific areas identified within the inspection.

A new operating model within Harrow Children's Services has placed Harrow YOT within targeted services sitting alongside other specialist services such as Children Looked After. This also involved moving to a new building in an open plan shared office. This provides the YOT with a management structure that is both leaner and more cost effective, as well as providing an increased level of support for both staff and young people.

The positioning of the YOT, with governance and accountability through Safer Harrow and line management within Children's Services enables the YOT to meet its dual strategic functions relating to both justice and welfare.

2. Partnership Arrangements

Outcome: Effective partnership arrangements are in place between YOT statutory partners and other local partners that have a stake in delivering local youth justice services, and these arrangements generate effective outcomes for children and young people who offend or are at risk of offending.

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

In achieving the Commissioner's vision of Total Policing with efficiency savings, the Metropolitan Police is examining all areas of business to look at how things can be done better, smarter and deliver real crime reduction. As part of this vision, Harrow Borough is examining its youth engagement strategy for both enforcement and intervention work. We recognise the complexity of youth crime and the multi faceted reasons why young people commit crime and that often there are complicated and complex social, family, education and health issues which all play a significant part. In addition, Harrow Borough recognises the emerging

existence of a gangster culture among some of its youth and the correlation of gang culture and levels of violence. This is a challenge to both local policing and the local authority is problem solving in a truly multi agency way to identify those at most risk, engage and divert away from crime.

Core to the Harrow Police strategy is the joint working within the Harrow YOT's Team. This relationship is continuously seen as crucial in our joint efforts to reduce crime. Resource levels are currently being reviewed throughout Harrow police and as part of this process, Harrow police and YOT will be identifying appropriate and suitable staffing arrangements to the YOT. Harrow YOT management have a dedicated representative at Early Intervention Panel, Joint Area Tasking and Co ordination Group, alongside this a senior practitioner will attend every Looked After Child, Child Protection and safeguarding meetings amongst other local meetings – including those held at local youth centres.

Communication with courts is had through Court User Group meetings, and North West London Youth Panel Meetings where YOT manager and senior practitioner attend, Legal Advisors also attend YOT Management Board.

The Triage and prevention operations such as PVE and mentoring sit outside of the YOT within the Early Intervention Service. The YISP was placed within the Early Intervention Service to make best use of the early years focused staff and subsequently proved very successful. The approach has continued to be successful in reducing first time entrants and in particular the very low re-offending rate of young people subject to Triage. The YOT and EIS are closely linked with shared education and careers staff, prioritising of young offenders in the troubled families strategy as well as being co-located.

One of the strengths of the New Operating Model is that there will be a centralised commissioning function across the whole of Children's Services, and through this the YOT will be able to call upon a wide range of voluntary sector agencies for work with parents and families. Existing contracts include HOPE (a local parenting support network), Victim Support and Oasis (Counseling support).

Stronger links with Probation are also in the process of being established, which involves utilising YOT probation officer for specialised work such as taking lead on MAPPA, transfer of young people from YOT to Probation, and being a key role in the Integrated Offender Management scheme.

A revised and updated information sharing agreement will ensure that the YOT is able to take full advantage of the additional information resources available locally. This will be managed through the Multi Agency Safeguarding Hub (MASH) a multi agency, multi disciplinary access team, through which all referrals and requests will be funneled along with court.

Constructive, positive activities for young people will be provided by a range of agencies, overseen by the commissioning team, and accessible to the YOT.

Some effective partnerships are in place between YOT statutory partners and other local partners that have a stake in delivering local youth justice services; some are being strengthened and reviewed – this includes working agreements between teams such as Children in Need and YOT; and these arrangements generate effective outcomes for children and young people who offend or are at risk of offending in recognition of our high percentage of LAC population that offends.

3. Resourcing and Value for Money

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

In all previous years Harrow Youth Offending Team has been resourced by contributions from statutory partners, the Youth Justice Board and some additional grant funding. National financial pressures have resulted in the reduction of Youth Justice Board funding by 13% from 2011/12 to 2012/13. In 2012/13 the Local Authority stepped in to cover the shortfall to prevent a further budget reduction.

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

In addition to these seconded staff, the YOT has been able to call upon the expertise of a range of skilled professionals, most of who are directly employed by the Local Authority as detailed in Table 2. Other key skills are commissioned from the voluntary sector as recommended by the Youth Justice Board. However third sector agencies who are commissioned to provide services directly to the YOT mainly substance misuse, parenting, Victim work and counseling have all been commissioned for the coming year. A review of service commissioning is being carried out at this moment, and decisions around funding for the year 2013-14 will be made as a part of this review as well as taking into consideration whether they are fit for purpose services being delivered.

During 2011-12 a new operating model was introduced for Children's Services in Harrow which will create a single front door for access to all services, and also realign services to improve outcomes for children and families. Harrow YOT has been at the forefront of these developments and welcomes the changes.

Some support services previously based within the YOT are now based across children's services encouraging a more holistic approach to children and their families from the YOT case managers and encouraging referrals for younger siblings for example with a view to prevent future offending.

In 2011-2012 Harrow had an offence rate per 1000 young people of 17, compared with 19 in 2010/11. This compares to the England average offence rate of 25 and the 'YOT family' average of 21.

The following tables set out the current budget for 2012-13 as compared to 2011-12, and the staffing resources as at 30.06.12.

Table 1 Financial Resources

Funding Stream	Type	2011-12 Total (cash and in kind)	2011-12 % of total budget	2012-13 Cash	2012-13 in kind	2012-13 Total	2012- 13 % of total YOT budget	Percentage Change/ Increase/Dec rease
Youth Justice Board	Total grant (All previous ring fenced grants now combined in Youth Justice Grant)	351,589	25.6%	307,282	0	307,282	23.1%	-13%
Probation	Statutory support	50,000	3.8%	0	50,000	50,000	3.8%	0%
Police	Statutory support	66,231	5.0%	22,000	44,231	66,231	5.0%	0%
Health	Statutory support	10,000	0.8%	10,000	0	10,000	0.8%	0%
	CAHMS	0	0	0	10,000	10,000	0.8%	-
	Sexual Health	0	0	0	0	0	0%	-
	Unitas	4,000	0.3%	4,000	0	4,000	0.3%	0%
Drug Action Team	Grant	20,000	1.5%	0	20,000	20,000	1.5%	0%
Local Authority	Main Budget	446,338	33.6%	483,538	0	483,538	36.3%	8%
Local Authority	Support Services cost	380,115	28.6%	380,115	0	380,115	28.6%	0%
Total		1,328,273	100%	1,206,935	124,231	1,331,166	100%	0%

Table 2 - Human Resources (as at 30 June 2012)

Post Title	No of posts	No filled	Source/Employer	Hours	Ethnicity	Gender
YOT Manager	1	1	Local Authority	F/T	A	F
YOT Snr Practitioner	1	2	Local Authority	F/T	A	M
	1		Locum		W	F
Case worker	3	2	Local Authority	F/T	W	F
		1 Vacant		F/T	W	F
		4	Locum X 4	F/T	B	M
				F/T	B	F
				F/T	B	F
				F/T	W	M
Probation officer	1	1	Probation	F/T	W	M
ISSP Co-ordinator	1	1	Local Authority	F/T	B	F
Referral panel co-ordinator	1	1	Local Authority	F/T	W	F
Victim support	1	1	Voluntary Sector - commissioned	0.5	W	F
Parenting	1	1	Voluntary sector - commissioned	0.5	W	F
Reparation worker	1	1	Local Authority	1	W	M
	0.5 post	vacant		0.5		
Housing worker	1	1	Local Authority	0.6	W	M
Police officer	1	1	Police	P/T	W	M
Substance misuse worker	1	1	Voluntary Sector – commissioned	P/T	W	F
Counsellor	1	1	Self employed	0.3 sessions	B	F
Performance officer	1	1	Local Authority	F/T	A	F
Admin support	3	2	Local Authority	1	W	F
		1 as and when contract		0.5	W	F
				0.5	A	F
TOTAL	20.5	23				

In 2011-12 Harrow underwent a restructure of its children's services which saw the transfer of staff previously placed in the YOT (mentoring, PVE and Education) over into the Early Intervention Service. The New Operating model provides far greater opportunities for more joined up working across the service, and ensuring more robust exit strategies for young people coming towards the end of their order, where on going needs have been identified. Over the course of 2012-13 YOT manager will work closely with EIS managers to ensure proposed working arrangements under the new operating model prove to be effective and young people receive a seamless intervention from across the service.

In addition to paid employees, the YOT is fortunate in being able to call on over 50 volunteers and sessional staff. These individuals make a substantial contribution to the work of the YOT through a range of activities including:

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

4. Risks to future delivery

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

Resources

There was a further reduction in the YJB grant while in the year moving forward the Local authority has put in place additional funding to address the issues highlighted in the inspection report and subsequent improvement plan, continued pressure placed on the wider funding streams from central government mean that this is not a permanent increase in contribution, and will be reviewed once the improvement plan is considered to be successfully completed.

Capacity

The total number of offences by young people in Harrow was 410 in 2010-11 and 356 in 2011-12. The total offending population was 162 in 2010-11 and 164 in 2011-12. During the last 2 years there has been a decrease in the number of first time entrants (FTE) to the criminal justice system in Harrow. There were 127 FTE from Jan – Dec 2011 compared with 154 in the prior year. Some of this can be associated with the success of the early intervention work in the borough and a very effective Triage at point of arrest. This scheme applies to all young people arrested for the first time for a non-violent offence, and leads to a 3-month intervention programme under bail. Successful completion of the programme leads to the bail being concluded as no further action.

In 2009-2010, re-offending figure was 170, which significantly increased in 2010-2011 to 269 and then dropped to 259 in 2011-2012. There has also been a reflected pattern in custodial sentences. In 2009-2010 the rate per disposal was 10 out of 373 (2.68%), which increased in 2010-2011 to 17 out of 269 (6.09%), and then 2011-2012 a decrease to 15 out of 257 (5.84%).

Management

A new management team is in place consisting of one team manager and one senior practitioner. An additional senior practitioner post has also been created to support implement the YOT improvement plan, and drive up the level of management oversight, which was identified as an area for improvement in the inspection report. In addition the current structure of the YOT being a fit for purpose service is being considered.

Partners

The members of the Harrow Youth Justice partnership have all experienced reductions in resources in recent years. It is inevitable that this will impact on what is available locally to YOT clients.

The Harrow Magistrates Court closed in June 2011, and the Youth Court has been transferred to Brent Court now defined as Willesden Court. This has created opportunities for Harrow YOT to forge greater working relationships with our partner YOT's (Brent and Barnet) with whom we now share this court. The impact of being in a court based further away means staff spend more time travelling which means time away from face to face contact. In addition to this the Crown Prosecution Service (CPS) have now gone digital, meaning all papers are electronic, This has had an impact on YOT services receiving CPS papers in enough time to complete court reports, and has been raised as a "teething" issue at Court User Group meetings by those sharing the court. The closure of the court has impacted those existing familiar relationships with magistrates and court staff; which often can make complex court processes a lot smoother. However YOT staff are now beginning to build new relationships with staff and neighboring YOTs which has provided the opportunity to revisit existing practice and policies and build and improve on court processes.

Changes to Harrow Demography

The ethnicity profile of Harrow's school pupils reflects the general diversity changes within Harrow's population. Indian and White British pupils continue to be the largest ethnic groups in Harrow's schools as at January 2011. However, there has been a significant decrease in White British pupils from 28% in 2006 to 19% in 2011, and an increase in pupils from other Asian backgrounds from 13.1% in 2006 to 19.5%, followed by an increase in the other White backgrounds group from 4.2% in 2006 to 7.3% in 2011. The chart below shows the percentage of pupils in each ethnic group in Harrow schools as at January 2011.

Less than half the children at Harrow schools speak English as a first language (44.87%) as at January 2011. However English along with Gujarati, Tamil and Somali continue to be the main languages spoken. In line with the changing ethnic groups Middle Eastern and Eastern European languages (particularly Romanian) are increasing yearly.

These actual changes put pressure on both universal and targeted services across the Borough at a time when financial and other resources are significantly diminished. In addition to this it has an impact on the number of additional resources needed for young people in the youth justice system, in particular interpreting services.

5. Performance 2011-12

Over the last few years Harrow has changed rapidly as detailed above, and these changes have had both positive and negative impacts on the performance of the partnership and the Youth Offending Team.

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

Indicators*	Harrow	London	YOT comparison group	England
First time offenders rate per 100,000 of 10-17 population				
Jan 11 - Dec 11 (latest available data)	597	891	590	749
Apr 10 - Mar 11	632	1017	720	876
Use of custody rate per 1,000 of 10 -17 population				
Apr 11 - Mar 12 (latest period)	0.71	1.77	0.87	0.80
Apr 10 - Mar 11	0.80	1.57	0.81	0.90
Reoffending rates after 12 months				
frequency rate - Jul 09 - Jun 10 cohort (latest available data)	0.90	0.98	0.81	0.96
frequency rate - Apr 09 - Mar 10 cohort	1.04	0.95	0.81	0.92

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

Harrow's YOT continues to have comparatively good results on these indicators but faces challenges to reduce reoffending and use of custody, which have both increased in recent years. As detailed above, an improvement plan is in place to address the performance issues identified in the Core Case inspection, with a focus on the quality and timeliness of work.

In April 2011- March 2012 the youth crime prevention triage team received 82 Referrals, 4 agreed triage but later disengaged, and 8 refused intervention. From the 70 worked with there was success rate of 100% in rate of no re-offending in this period.

Other measures of performance have been variable over the period. Rates of Young Offenders in Education Training and Employment (ETE) have dropped from 76.2% in 2009-10 to 67.7% in 2011-12. Housing, referrals for substance misuse and mental health support have remained static at a reasonably high level. Victim engagement continues to meet the targets of engagement and satisfaction.

Harrow YOT has now joined with corporate performance to develop monthly monitoring on data which will form a substantial role in the YOT management boards oversight of these figures.

6. Key Challenges and Achievements

Key achievements in the last year have included:

- Reduction in use of custody
- Reduction in re-offending rates
- Sustaining the lower rate of FTE
- Improved management oversight
- Robust policies and procedures

Key challenges in the last year have included:

- Core Case inspection report highlighting the need for very significant improvements in areas of safeguarding, victim awareness and effective management oversight,
- Transition to the new operating model
- Staff performance issues currently ongoing requiring high levels of Human Resources input and support
- Changes in senior management team directly responsible for YOT

Harrow YOT's aim for 2012-13 will be to implement the actions outlined in the YOT improvement plan and ensure safe practice by practitioners, effective oversight by managers and the best possible outcomes for children and young people.

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

Structured allocations meetings immediately after court will ensure staff are clear on who has which case and offers the opportunity for staff to discuss as a multi disciplinary team a potential plan of action for the young person, as well as sharing any previous knowledge.

Report templates created to ensure consistency, and encourage staff to ask the "right" questions as part of the assessment process in order to elicit as much information as possible, and all staff to attend safeguarding training and attend training on risk management and analysis of information.

There is a considerable amount of work and resources needed to improve standards within the youth offending team – however through regular monitoring through improvement and management boards, the resources can be targeted to the right areas.

Summary of our priorities for 2012/13:

1. Improve safeguarding and quality assurance systems, including quality assessments, plans and interventions.
2. Drive up compliance with National Standards
3. Deliver strong performance
4. Manage poor performance through processes and procedures
5. Work in a more integrated under the New Operating Model to ensure young people's needs are met
5. Build workforce skills
6. Monthly data reporting into YOT management board

HARROW YOT IMPROVEMENT PLAN

This plan provides an overview of an improvement plan addressing the 9 recommendations of the most recent HMIP inspection which took place in December 2011. These highlight the biggest challenges to improving outcomes to children and young people in Harrow. Recommendations 10-12 are additional recommendations as agreed by the YOT improvement board.

This plan addresses both national standards as well as improving the quality of practice within the youth offending team.

→ Baseline data is yet to be set, as there are some difficulties with the validity of the current data being provided. However
↷ measures have been put in place to ensure data is gathered quickly and is valid. A data cleaning day has been booked for staff on Friday September 29th – therefore baseline data will be available week commencing 8th October and will be populated as part of the YOT Improvement Plan.

RECOMMENDATION	ACTION	OUTPUT	TARGET	LEAD	BASELINE
1) A timely and good quality assessment and plan, using Asset, is completed when the case starts	1) To complete all assets and intervention plans within 15 days, ensuring high quality and robust management oversight	<ul style="list-style-type: none"> - Fortnightly and monthly reports on completed assets and intervention plans. - All start Assets to be Quality assured using YJB - All cases to have intervention plan completed including referrals 	<p>95% of Assets on time</p> <p>95% of intervention plans completed on time</p>	YOT Management Performance Team YOT Case managers	
1) A timely and good quality assessment and plan, using Asset, is completed when the case starts	2) To complete all Risk Management Plans within 10 days ensuring quality and accuracy of risk assessment	<ul style="list-style-type: none"> - Fortnightly and monthly reports on those needing and completion of RMP - All RMP's to be Quality assured using YJB tool and QA'd/ 	95% of all RMP's on time	YOT Management Performance YOT Case managers	
1) A timely and good quality assessment and plan, using Asset, is completed when the case starts	3) To complete all Vulnerability management Plans within 10 day's ensuring quality and accuracy in protecting children at risk of harm.	<ul style="list-style-type: none"> - Fortnightly and monthly reports on those needing and completion of RMP - All VMP's to be Quality assured using YJB tool and QA'd 	95% of all VMP's on time	YOT Management Performance YOT Case managers	

<p>1) A timely and good quality assessment and plan, using Asset, is completed when the case starts</p> <p>2) Specifically, a timely and good quality assessment of the individual's vulnerability and Risk of Harm to others is completed at the start, as appropriate to the case</p>	<p>4) To provide data on improved quality measured outcomes in all areas to identify areas of strengths and area's for improvement throughout the service</p>	<ul style="list-style-type: none"> - To use QA tool by YJB for all start assets and dip sample - To identify trends of team as well as follow up individual staff in 1-1 supervision. - To complete What do you think forms for all YOT young people at start and end of each intervention and scan into system - To commission externally for someone to QA and audit 	<p>YJB quality measure tool indicates a "good" average across the team</p>	<p>YOT management</p>	
<p>3) As a consequence of the assessment, the record of the intervention plan is specific about what will now be done in order to safeguard the child or young person from harm, to make them less likely to re-offend, and to minimise any identified Risk of Harm to others.</p>	<p>5) Intervention plans are smart to ensure targeted and evidence based intervention plans are being delivered to reduce the risk of re-offending and resulting in good outcomes</p>	<ul style="list-style-type: none"> - To complete staff observations which include recording the relevance of the assessment to the intervention being delivered - To commission externally for someone to QA and audit - For young people to devise their own evaluation by way of support from youth parliament 	<p>Monthly staff observations</p>	<p>YOT Management</p>	

<p>4) The plan of work sets appropriate goals, realistic timescales, is clearly sequenced and regularly reviewed.</p>	<p>6) To ensure effective exit strategies are in place post court order to reduce the number of young people re-offending and increase community engagement</p>	<p>- To complete independent evaluations with young people</p> <p>- Monitoring the number of YOT clients who are NEET at the start of their court order and in EET at the end of order?</p> <p>- Information sharing with education placement is clear and regular communication is had between schools / YOT</p>	<p>Demonstrate a continued decrease in the number of NEET yp</p> <p>To increase percentage of school attendance</p>	<p>Performance YOT case managers YOT managers</p>	<p>Completed – First RMP to take place 20th September 2012</p>
<p>5) Children and young people and their parents / carers are actively and meaningfully involved in assessment and planning, including through timely use of self assessments and the assessment of learning styles</p>	<p>7) To ensure young people, parent and carers are an integral part of their intervention plans to improve long term sustainable outcomes for young people</p>	<p>- To complete what do you think forms for all YOT young people at the start and end of each intervention and scan into system</p> <p>- Referrals to parenting services for all assets scoring 2 or above in family / relationship section and recorded on intervention page</p> <p>- To record the number and method of contact</p>	<p>100% of What do you think? Forms completed as part of ongoing assessments of young people.</p> <p>100% of referrals received for parenting support are contacted.</p>	<p>YOT Case managers YOT management Parenting Services</p>	

	with parents - To implement an “induction pack” for young people incorporating learning styles						
6) Oversight by management, especially of vulnerability, Risk of Harm, to others, is effective in ensuring the quality of practice and provision of services, and is clearly recorded within the case record.	8) Ensure effective management oversight	<ul style="list-style-type: none"> - Management oversight recorded in YOIS - Ensure supervision occurs on a monthly basis where management oversight and actions are recorded in YOIS - Actions not completed within a month are escalated through appropriate management structure 	100% of staff to receive monthly supervision	YOT Management Performance	Agreed supervision agenda 100% staff receiving supervision with signed supervision agreements		
6) Oversight by management, especially of vulnerability, Risk of Harm, to others, is effective in ensuring the quality of practice and provision of services, and is clearly recorded within the case record.	9) Ensure all documents are countersigned by management to ensure high quality and robust management oversight	<ul style="list-style-type: none"> - Fortnightly report run to ensure oversight on all countersigning of documents - Management team to record in YOIS 	100% of cases have effective management oversight	YOT Management Performance			
7. Purposeful home visits are undertaken, as appropriate to the needs of the case and consistent with Safeguarding	10) To ensure a home visit is completed within 28 days of young person receiving their court order to ensure welfare	<ul style="list-style-type: none"> - Ensure all young people have a home visit unless risk identifies not to 	60% of young people to have home visits.	YOT Management YOT case managers			

needs and the Risk of Harm to others	needs of young person are considered as part of the court order	(Monthly reporting on home visits) - Home visits are recorded on YOIS - Staff observations to be completed	First home visit completed within 28 days	Performance	
8) Sufficient attention is given to the victims	11) To ensure victim awareness work is completed with all young people and to evidence the impact	- Ensure intervention page indicates referral to victim worker - To record the number and method of direct / indirect contacts with victim - For every PSR to address victim impact	To ensure 100% of young people take part in some form of Victim awareness / restorative justice work. 100% victims contacted	YOT case managers Victim Support YOT Management	
9) Work to be undertaken to ensure that the referral criteria for the Risk and Vulnerability Management Panel are consistently applied by all staff and Managers	12) To manage Risk, Vulnerability ensuring high quality and robust management oversight on cases	- To complete protocol for Risk and Vulnerability Management Panels that is clear and fit for purpose - All cases are identified by Management alongside the Performance Team & placed on Risk Management Panel Agenda (criteria – Assessed Risk of Harm is medium or above. Where there is	To have regular monthly Risk & Vulnerability Management Panels	YOT Management Performance YOT case Managers	Completed – first RMP to take place 20 th Sep 2012

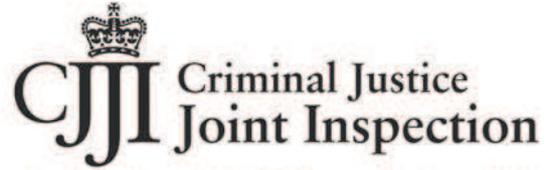
<p>10) Effective Partnership working for LAC</p>	<p>13) Reduction in LAC in youth offending / re-offending population</p>	<p>a completed Risk Management Plan or Vulnerability Management Plan. All MAPPA eligible cases, all knife crime cases</p> <ul style="list-style-type: none"> - To write protocol / best practice guidance between CIN / CLA / and YOT identifying area's such as Appropriate Adult, accommodation, prison visits, recording of information, overlap in care planning for young people - To analyse cohort of LAC offending population and report to Corporate Parenting panel 	<p>Monitor LAC offending population</p>	<p>YOT Management Social Care Management Performance</p>	<p>Meeting has taken place – Revised protocol to be completed by October 1st 2012.</p>
<p>11) To have a skilled workforce with ability to make defensible decisions based on professional judgement</p>	<p>14) To have a skilled workforce completing evidence based assessments and interventions which are informed by a range of sources of information</p>	<ul style="list-style-type: none"> - All staff to attend safeguarding training - All staff to complete two day training workshop on identification of, and risk management / offence analysis 	<p>To be prepared for change in national standards by April 2013 and awareness of impact of new legislation in Nov 2012</p>	<p>YOT Case managers YOT management</p>	<p>All staff have attended LSCB safeguarding training</p> <p>Dates have been confirmed for a two day risk management / analysis training – October 19th</p>

<p>and October 26th 4th October – Management and court lead to attend</p>			<ul style="list-style-type: none"> - Staff to attend workshop (in house) on changes in national standards (Due in April 2012)and legislation (Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO – Nov 2012) - To complete a workforce development / training plan 		
	<p>YJB YOT Management YOT Case Managers</p>	<p>To have a reflective and transparent service where risks / needs / positives are clear from case manager to senior management</p>	<ul style="list-style-type: none"> - To complete mock audit / inspection with partners such as YJB / HMIP / YOT - 3 weekly group supervision - Structured allocations meeting where initial plan is discussed for case 	<p>15) Continued reflective practice and identification of risks / needs / positives within service providing staff and management with a transparent and open service continually striving for improvement.</p>	<p>12)To create structured environments for staff to be able to reflect on practice and learn from one another</p>



Inspection of
Youth
Offending

Archwilio Rhaglen Troseddwr Ifanc



Arolygiad ar y Cyd Cyfiawnder Troseddol

Core Case Inspection of youth offending work in England and Wales

Report on youth offending
work in:

Harrow

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2011

Foreword

This Core Case Inspection of youth offending work in Harrow took place as part of the Inspection of Youth Offending programme. We have examined a representative sample of youth offending cases from the area, and have judged how often the Public Protection and the Safeguarding aspects of the work were done to a sufficiently high level of quality.

We judged that the Safeguarding aspects of the work were done well enough 45% of the time. With the Public Protection aspects, work to keep to a minimum each individual's *Risk of Harm to others* was done well enough 43% of the time, and the work to make each individual less likely to reoffend was done well enough 53% of the time. A more detailed analysis of our findings is provided in the main body of this report, and summarised in a table in Appendix 1. These figures can be viewed in the context of our findings from Wales and the regions of England inspected so far – see the Table below.

Overall, we consider this a very disappointing set of findings. Shortcomings in management and staff changes had impacted on the quality of work to manage *Risk of Harm to others* and to address Safeguarding needs. These critical areas of practice required priority attention.

We were encouraged by senior managers' positive response to the inspection findings, some of which had been anticipated and were being addressed. We expect that the recommendations of this report, if fully implemented, will contribute to significant improvements in practice.

Liz Calderbank
HM Chief Inspector of Probation

December 2011

	Scores from Wales and the English regions that have been inspected to date			Scores for Harrow
	Lowest	Highest	Average	
'Safeguarding' work (action to protect the young person)	37%	91%	68%	45%
'Risk of Harm to others' work (action to protect the public)	36%	85%	63%	43%
'Likelihood of Reoffending' work (individual less likely to reoffend)	43%	87%	71%	53%

Acknowledgements

We would like to thank all the staff from the Youth Offending Team, members of the Management Board and partner organisations for their assistance in ensuring the smooth running of this inspection.

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Scoring and Summary Table

This report provides percentage scores for each of the 'practice criteria' essentially indicating how often each aspect of work met the level of quality we were looking for. In these inspections we focus principally on the Public Protection and Safeguarding aspects of the work in each case sample. Accordingly, we are able to provide a score that represents how often the *Public Protection* and *Safeguarding* aspects of the cases we assessed met the level of quality we were looking for, which we summarise here¹. We also provide a headline 'Comment' by each score, to indicate whether we consider that this aspect of work now requires either **MINIMUM, MODERATE, SUBSTANTIAL** or **DRASTIC** improvement in the immediate future.

Safeguarding score:	
This score indicates the percentage of <i>Safeguarding</i> work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
Score: 45%	Comment: <i>SUBSTANTIAL improvement required</i>
Public Protection – Risk of Harm score:	
This score indicates the percentage of Risk of Harm work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
Score: 43%	Comment: <i>DRASTIC improvement required</i>
Public Protection - Likelihood of Reoffending score:	
This score indicates the percentage of Likelihood of Reoffending work that we judged to have met a sufficiently high level of quality.	
Score: 53%	Comment: <i>SUBSTANTIAL improvement required</i>

We advise readers of reports not to attempt close comparisons of scores between individual areas. Such comparisons are not necessarily valid as the sizes of samples vary slightly, as does the profile of cases included in each area's sample. We believe the scoring is best seen as a headline summary of what we have found in an individual area, and providing a focus for future improvement work within that area. Overall our inspection findings provide the 'best available' means of measuring, for example, how often each individual's *Risk of Harm to others* is being kept to a minimum. It is never possible to eliminate completely Risk of Harm to the public, and a catastrophic event can happen anywhere at any time – nevertheless a 'high' *RoH* score in one inspected location indicates that it is less likely to happen there than in a location where there has been a 'low' *RoH* inspection score. In particular, a high *RoH* score indicates that usually practitioners are 'doing all they reasonably can' to minimise such risks to the public, in our judgement, even though there can never be a guarantee of success in every single case.

¹ An explanation of how the scores are calculated can be found in Appendix 5

Recommendations for improvement

(primary responsibility is indicated in brackets)

Changes are necessary to ensure that, in a higher proportion of cases:

- (1) a timely and good quality assessment and plan, using Asset, is completed when the case starts (YOT Manager)
- (2) specifically, a timely and good quality assessment of the individual's vulnerability and *Risk of Harm to others* is completed at the start, as appropriate to the specific case (YOT Manager)
- (3) as a consequence of the assessment, the record of the intervention plan is specific about what will now be done in order to safeguard the child or young person from harm, to make them less likely to reoffend, and to minimise any identified *Risk of Harm to others* (YOT Manager)
- (4) the plan of work sets appropriate goals, realistic timescales, is clearly sequenced and regularly reviewed (YOT Manager)
- (5) children and young people, and their parents/carers are actively and meaningfully involved in assessment and planning, including through the timely use of self-assessments and the assessment of learning styles (YOT Manager)
- (6) oversight by management, especially of vulnerability and *Risk of Harm to others*, is effective in ensuring the quality of practice and provision of services, and is clearly recorded within the case record (YOT Manager)
- (7) purposeful home visits are undertaken, as appropriate to the needs of the case and consistent with Safeguarding needs and the *Risk of Harm to others* (YOT Manager)
- (8) sufficient attention is given to the safety of victims (YOT Manager).

Furthermore:

- (9) work should be undertaken to ensure that the referral criteria for the Risk and Vulnerability Management Panel are consistently applied by all staff and managers (YOT Manager).

Next steps

An improvement plan addressing the recommendations should be submitted to HM Inspectorate of Probation four weeks after the publication of this inspection report. Once finalised, the plan will be forwarded to the Youth Justice Board to monitor its implementation.

We are considering a range of options to help achieve improvements given our particular concerns about the *Risk of Harm to others* and Safeguarding work.

Making a difference

Here are some examples of Harrow YOT work that impressed.

Assessment and Sentence Planning

General Criterion: 1.2b

A weekly assessment session was held after sentencing had taken place at the youth court. Children and young people met with specialist staff including education, parenting, health and substance misuse workers. This helped to inform the initial assessment of their needs and LoR. It also meant that those with specific requirements could be seen by specialist staff without delay and at a time when they were most likely to comply.

Delivery and Review of Interventions

General Criterion: 2.2a

Anish was 14 years old and lived with his parents who spoke very little English. Anish's caseworker considered that his poor attendance at school made him more likely to offend and therefore involved the YOT education officer in managing his case. This included joint visits to Anish's home, accompanied by an interpreter to ensure that his parents were fully involved with the plan to return to school. The caseworker received regular reports from the school which both he and the YOT education officer would follow up with Anish and his parents. By working effectively with both the young person and his family the situation had greatly improved with Anish regularly attending school.

Outcomes

General Criterion: 3.2a

Following an offence of burglary, 17 year old Jamal was given an intensive community sentence. He was a troubled young man, who lived with his sister following the death of his mother in Somalia. Taking account of Jamal's feelings of isolation his caseworker referred him to the Harrow Mentoring Project. He was matched with a Somali mentor who shared his cultural and religious background and supported him during his period of supervision. Jamal was required to attend a 'breaking the cycle' summer programme, aimed at building personal responsibility and preparing him for employment and training. Jamal's caseworker also arranged for him to undertake work experience at a local garage and he started a business and technology course. Jamal's feelings of isolation reduced considerably and as a result he was less likely to reoffend.

All names have been altered.

Service users' perspective

Children and young people

Thirty-four children and young people completed a questionnaire for the inspection.

- ◇ All except two respondents said that they knew why they had to come to the YOT and that YOT staff had explained what would happen to them.
- ◇ The majority felt that YOT staff listened to what they had to say and were either mostly (29%) or completely interested (65%) in helping them.
- ◇ In total, 20 children and young people felt that the YOT had definitely dealt with the things that they needed help with; a further ten felt that this had happened most of the time.
- ◇ Half of those who had an intervention plan, and had been coming to the YOT for long enough, said that their plan had been reviewed.
- ◇ Fifteen (44%) of the respondents remembered either completing a *What do YOU think?* questionnaire or another form about themselves.
- ◇ Twelve respondents said that the YOT had helped them with school, training or getting a job; 14 said that they had been helped to understand their offending and the same number had been helped to make better decisions.
- ◇ Twenty-four said that they were a lot less likely to reoffend as a result of their involvement with the YOT. One young person commented: *'I am more aware of how my actions can have consequences on not only myself but on others as well'*.
- ◇ On a scale of zero to ten (ten being completely satisfied), 27 of the children and young people rated the service given to them as six or more, with nine rating it as a ten. One young person commented: *'basically they do stuff my parents would do to help me and explain everything very carefully to me so that I understand'*.

Victims

Five questionnaires were completed by victims of offending by children and young people.

- ◇ All five respondents felt that the YOT had taken their individual needs into account and had explained what service they could offer. All said that they had been given an opportunity to talk about any worries that they had.
- ◇ Three had benefited from work done by the child or young person who had committed the offence.
- ◇ Four victims had concerns about their safety. Of these, three said that the YOT had paid sufficient attention to this.
- ◇ Four were completely satisfied with the work of the YOT.

1. ASSESSMENT AND SENTENCE PLANNING

OVERALL SCORE: 47%

1.1 Risk of Harm to others (RoH):

General Criterion:

The assessment of RoH is comprehensive, accurate and timely, takes victims' issues into account and uses Asset and other relevant assessment tools. Plans are in place to manage RoH.

Score:

46%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) An Asset RoSH screening had been completed in 87% of cases.
- (2) Where there was a clear RoSH classification we assessed this as accurate in 81% of cases.
- (3) A full RoSH assessment had been completed in 90% of cases where the information in the RoSH screening indicated that this was required.

Areas for improvement:

- (1) The Asset *RoSH* screening had been completed on time in 47% of cases and only 37% were of sufficient quality. In some cases violent offences such as robbery had not been taken into account.
- (2) Three-quarters of the RoSH assessments were not good enough. Too often, previous relevant behaviour and the risk to victims were not fully considered. There was an over-reliance on current convictions, which did not give a full picture of the child or young person's potential to cause serious harm. Over one-third were completed late.
- (3) An RMP was produced at the start of sentence in 7 of the 11 cases where it was required. Only two of these were completed on time and two deemed to be of sufficient quality. The main limiting factor was that the planned response was unclear or inadequate.
- (4) Where there was no RMP, the need to plan to manage *RoH* had been recognised in 43% of the cases.

- (5) Details of *RoH* assessment and management had been appropriately communicated to all relevant staff and agencies in only 37% of cases.
- (6) Management oversight of the *RoH* assessment had been effective in only 7% of relevant cases. Oversight of the RMP was effective in only one case. Where managers had identified shortcomings they did not then ensure that these were addressed sufficiently well.

1.2 Likelihood of Reoffending:	
<p>General Criterion:</p> <p><i>The assessment of the LoR is comprehensive, accurate and timely and uses Asset and other relevant assessment tools. Plans are in place to reduce LoR.</i></p>	
<p>Score:</p> <p>48%</p>	<p>Comment:</p> <p><i>SUBSTANTIAL improvement required</i></p>

Strengths:

- (1) An initial assessment of LoR had been completed in 92% of cases.
- (2) Over three-quarters of initial assessments were informed by information received from children’s social care services and ETE providers. YOT staff had access to the children’s services database ‘Host’, allowing them to gain relevant information without delay.
- (3) A custodial sentence plan was produced in all nine custodial cases that were inspected. All except one of these was timely. The objectives contained within the plan were sensitive to the child or young person’s diversity needs in five out of seven applicable cases.
- (4) The custodial sentence plan was reviewed as required in all except one case.
- (5) A community intervention plan or referral order contract was produced in most cases with 72% completed on time and 68% focused on achievable change.

Areas for improvement:

- (1) The initial assessment of LoR was completed on time in 42% of cases in the sample.
- (2) The quality of the initial assessment was insufficient in almost two-thirds of cases. A number were completed so late as to be of limited value. Others contained unclear and/or insufficient evidence of the child or young person’s circumstances.

- (3) Active engagement with the child or young person to carry out the initial assessment was evident in 17 cases. This dropped to 13 cases when we judged the extent of active engagement with parents/carers in the assessment.
- (4) The learning style of the child or young person had been assessed in only nine cases.
- (5) A timely *What do YOU think?* or other appropriate self-assessment had been used with only seven of the children and young people.
- (6) Some potential sources of information were underused in the initial assessment. For example, information from emotional/mental health services was used in less than half of relevant cases; contact with or information from physical health services was missed in all eight relevant instances.
- (7) The initial assessment had been reviewed at appropriate intervals in only 34% of cases.
- (8) Four of the nine custodial sentence plans did not sufficiently address the factors that had been identified as most closely linked to offending. Family and personal relationships, perception of self and others and thinking and behaviour were given insufficient attention in all four. Three plans did not integrate the RMP or take account of Safeguarding or diversity needs.
- (9) Only 43% of the community intervention plans and referral order contracts sufficiently addressed the factors that were most closely linked to offending. Living arrangements, family and personal relationships, emotional and mental health, perception of self and others and motivation to change were included in less than half of the relevant plans.
- (10) Intervention plans and referral order contracts integrated the RMP in less than one-quarter of applicable cases. Plans took into account Safeguarding needs in 43% of cases and incorporated the child or young person's learning style in the same proportion. Less than half included positive factors where relevant and only one-quarter took sufficient account of identified diversity factors. In most cases this related to the child or young person's age or level of maturity.
- (11) Intervention plans and referral order contracts reflected national standards in 45% of cases, set realistic timescales in 52% and relevant goals in 61%.
- (12) Objectives within the custodial plan had been prioritised according to *RoH* in only three out of eight relevant cases. Safeguarding work and victim issues were also inadequately reflected in the plan. Sequencing according to offending-related need was evident in four out of five cases.
- (13) In community intervention plans or referral order contracts objectives had been prioritised according to *RoH* in 39% of cases. They were sequenced according to offending-related need in 45%. Sufficient account was taken of victims' issues in 48%, diversity in 32% and relevant Safeguarding work in 41%.
- (14) The child or young person had been actively and meaningfully involved in the planning process in 30% of cases. Similarly, parents/carers had been involved in the planning process in only 21% of cases.

- (15) YOT workers had been actively and meaningfully involved throughout the custodial planning process in five out of eight relevant cases.
- (16) In over half of the cases we would have expected to see more active and meaningful involvement in the planning process from external agencies. For example, children’s social care services had been involved in only 3 of the 16 cases where they had an involvement with the child or young person. Similarly, emotional and mental health services had been involved in the planning of only 3 out of 21 relevant cases.
- (17) Only one-third of community intervention plans/referral order contracts had been reviewed at appropriate intervals.

1.3 Safeguarding:	
General Criterion: <i>The assessment of Safeguarding needs is comprehensive, accurate and timely and uses Asset and other relevant assessment tools. Plans are in place to manage Safeguarding and reduce vulnerability.</i>	
Score: 46%	Comment: <i>SUBSTANTIAL improvement required</i>

Strengths:

- (1) An Asset vulnerability screening had been completed in 84% of cases.
- (2) Vulnerability concerns had been clearly communicated to the secure establishment, as required at the start of sentence, in seven of the nine custody cases.
- (3) Copies of other plans (care, pathway, protection) were found in 10 of the 13 relevant case files.

Areas for improvement:

- (1) The Asset vulnerability screening had not been completed on time in almost half of all cases.
- (2) In 63% of cases the Asset vulnerability screening was judged to be of an insufficient standard. The most common reason was that factors identified elsewhere in the case were not reflected in the screening to provide a clear picture of the vulnerability.
- (3) Safeguarding needs were reviewed as required in 55% of cases.
- (4) We judged that there should have been a VMP at the start, in 26 cases but found that only 11 had been produced, with three completed on time.

- (5) Where a VMP had been completed, all except three were of insufficient quality. The most common omissions were that the planned response was unclear or inadequate, and the roles or responsibilities were not clear. Four had not given due consideration to the child or young person's diverse needs.
- (6) The VMP contributed to and informed interventions in 3 out of 11 applicable cases. The VMP had informed other plans on the child or young person in only one out of nine relevant cases.
- (7) In 4 out of 16 relevant cases, a contribution had been made to other agencies' assessments and plans to safeguard the child or young person.
- (8) There was effective management oversight of vulnerability assessments in only 3 out of 25 relevant of cases (11%).

COMMENTARY on Assessment and Sentence Planning as a whole:

There had been no permanent, dedicated YOT Manager in post since October 2010. Agency workers had covered staff vacancies, including operational management, for some two years. This left a core group of practitioners who tended to rely on each other for guidance normally sought from a manager. Although we found examples of good practice the situation had impacted on the quality of *RoH* work and Safeguarding in particular.

A number of assessments had been copied from previous orders, with inadequate or no update of the child or young person's current circumstances and behaviour. This compromised the assessment of *RoH* and vulnerability and caused confusion when cases were reallocated.

The Risk and Vulnerability Management Panel was established to oversee high risk cases and had a lot of potential. However, too few cases were being referred due to an underestimation of *RoH* and vulnerability. Agreed actions were not always followed through in a timely manner or evident from the case record.

At the time of the inspection a new operating model for the YOT had been agreed as part of a wider restructure of Children's Services. This would secure closer integration with services for vulnerable children and young people. The recruitment of a YOT Manager was underway and was important to the success of the new arrangements.

2. DELIVERY AND REVIEW OF INTERVENTIONS

OVERALL SCORE: 54%

2.1 Protecting the public by minimising Risk of Harm to others (RoH):

General Criterion:

All reasonable actions have been taken to protect the public by keeping to a minimum the child or young person's RoH.

Score:

41%

Comment:

DRASTIC improvement required

Strengths:

- (1) Case managers and other relevant staff had contributed effectively to multi-agency meetings in custody in all but one applicable case.
- (2) We found that appropriate resources had been allocated, according to the *RoH*, throughout the sentence in 79% of cases.
- (3) Specific interventions to manage *RoH* were delivered as planned in 14 out of 17 community cases and five out of seven custodial cases.

Areas for improvement:

- (1) *RoH* was reviewed thoroughly in line with required timescales in only 20% of cases. Following a significant change in circumstances, *RoH* had been reviewed in 28%.
- (2) Changes in *RoH* factors had been anticipated, where feasible, in one-third of relevant cases. They were identified swiftly in the same proportion and then acted on appropriately in one-quarter.
- (3) The use of home visiting as a means to manage and monitor *RoH* and Safeguarding was underdeveloped. Purposeful home visits had been carried out throughout the course of the sentence, in accordance with the level of *RoH* posed or Safeguarding needs, in only 34% and 31% of cases respectively.
- (4) Sufficient attention had been given to assessing the safety of victims in 42% of cases. We found that a high priority had then been given to victim safety throughout the sentence in the same proportion.
- (5) Where required, there had been effective management oversight of *RoH* in only 12% of community cases and two out of six custody cases.

2.2 Reducing the Likelihood of Reoffending:

General Criterion:

The case manager coordinates and facilitates the structured delivery of all elements of the intervention plan.

Score:

61%

Comment:

MODERATE improvement required

Strengths:

- (1) In 71% of cases the interventions that were delivered in the community were of good quality.
- (2) The YOT had been appropriately involved in the review of interventions in custody in eight of the nine inspected cases.
- (3) We considered that the initial Scaled Approach intervention level allocated by the YOT was correct in all cases.
- (4) In 87% of cases appropriate resources had been allocated according to the assessed LoR throughout the sentence.
- (5) The requirements of the sentence had been implemented in 14 out of 19 relevant community cases.
- (6) Staff actively motivated and supported the child or young person in seven of the nine custody cases. Positive behaviour was reinforced in six.

Areas for improvement:

- (1) Interventions delivered in the community were designed to reduce the LoR in 56% of cases. They were implemented in line with the sentence plan in the same proportion and just over half were sequenced appropriately. Interventions were appropriate to the child or young person's learning style in 59% and sensitive to diversity issues in 41%.
- (2) We found that only 29% of interventions in the community had been appropriately reviewed.
- (3) Staff actively motivated and supported the child or young person in 56% of cases in the community. Positive behaviour had been reinforced in a similar proportion.
- (4) Parents/carers had been actively engaged by YOT workers in 47% of cases in the community, and in four out of seven cases in custody.

2.3 Safeguarding the child or young person:

General Criterion:

All reasonable actions have been taken to safeguard and reduce the vulnerability of the child or young person.

Score:

57%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) All necessary immediate action had been taken to protect the child or young person in the three custody cases where this was relevant, and in all but 1 of the 14 applicable community cases.
- (2) Necessary referrals to ensure Safeguarding were made in all relevant custody cases and in all but 3 out of 20 applicable community cases.
- (3) In the majority of instances, case managers and relevant agencies had worked together to promote the well-being of the child or young person in custody. We found examples of joint work within the community with substance misuse workers and ETE providers.
- (4) Relevant agencies had worked together to ensure continuity in the provision of mainstream services, upon release from custody, in at least three-quarters of cases requiring ETE provision or substance misuse services. Provision had also been made in the one case requiring emotional and mental health input.
- (5) In three-quarters of custody cases specific interventions to promote Safeguarding in custody were identified and delivered. In two out of three applicable cases the interventions were reflected in the VMP and in four out of six cases the intervention was reviewed as required.

Areas for improvement:

- (1) We found examples of joint work within the community between YOT workers and children's social care services in 43% of relevant cases; with emotional and mental health services in 56% and in one out of four cases with physical health service involvement.
- (2) Not all relevant agencies had worked together to ensure continuity in the provision of mainstream services upon release from custody. YOT workers and children's social care services had done so in one out of three relevant cases, physical health services in one out of two.
- (3) Specific interventions to promote Safeguarding in the community were identified in 46% of relevant community cases, delivered in 40% and reviewed in less than one-quarter. Interventions reflected those identified in the VMP in only three out of ten relevant cases.

- (4) There had been effective management oversight of Safeguarding and vulnerability needs in three out of seven custody cases and 5 out of 28 relevant community cases.

COMMENTARY on Delivery and Review of Interventions as a whole:

Work to safeguard the child or young person tended to be better in the custody sample than in the community. The YOT substance misuse worker and education worker had helped to provide continuity of service upon release from the custodial establishment. This was particularly important for children and young people who had experienced a change of case manager.

The YOT had also made good use of the Harrow Mentoring Project for children and young people at risk of offending or with serious vulnerability issues. We saw good examples where the cultural and religious background of the child or young person was matched with that of the mentor. Support was also offered to parents/carers and contact maintained with the case manager.

CAMHS input to the YOT had declined in the year leading to the inspection. Three days of a practitioner's time had reduced to one afternoon per week and at the time of the inspection no contribution. Adequate provision needed to be made in order to properly assess children and young people and to deliver specialist interventions.

Concerns about the management oversight of assessment and planning also applied throughout the course of the sentence. Regrettably, we found very little evidence of effective management involvement with cases.

3. OUTCOMES

OVERALL SCORE: 49%

Our inspections include findings about initial outcomes, as set out in this section. In principle, this is the key section that specifies what supervision is achieving, but in practice this is by necessity just a snapshot of what has been achieved in only the first 6-9 months of supervision, and for which the evidence is sometimes only provisional.

3.1 Achievement of outcomes:

General Criterion:

Outcomes are achieved in relation to RoH, LoR and Safeguarding.

Score:

50%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) In cases where there had been a reduction in offending-related factors identified in the initial assessments, these most frequently related to thinking and behaviour, 13 out of 38 (34%); and substance misuse, 8 out of 24 (33%).
- (2) There appeared to be a reduction in the frequency of offending, since the start of the sentence, in 52% of the cases where there was sufficient offending history to assess this. There was a similar level of improvement in the seriousness of offending. Both outcomes were better than the average for YOTs inspected to date.

Areas for improvement:

- (1) *RoH* had been effectively managed in only 35% of applicable cases.
- (2) Where there was an identifiable or potential victim there was evidence that the *Risk of Harm* to them had been effectively managed in only 40% of cases.
- (3) Children and young people had complied with the requirements of the sentence in 59% of cases. Appropriate action was taken by the YOT in 41%.
- (4) Overall, there had been insufficient progress on the most significant factors related to offending in 47% of cases. The factors that showed the least

frequent improvement related to living arrangements, 2 out of 18 cases (11%); family and personal relationships, 6 out of 28 (21%); emotional and mental health, 4 out of 23 (17%); and perception of self and others, 7 out of 32 (22%).

- (5) In 11 out of 29 cases where there was an assessed risk factor linked to the child or young person’s Safeguarding, there had been no reduction in those risk factors. We considered that all reasonable action had been taken to keep the child or young person safe in only 13 out of 33 cases. In the majority of cases this was because the assessment and planning was insufficient. In other cases, either necessary referrals had not been made or interventions not delivered as required.

3.2 Sustaining outcomes:	
General Criterion: <i>Outcomes are sustained in relation to RoH, LoR and Safeguarding.</i>	
Score: 45%	Comment: <i>SUBSTANTIAL improvement required</i>

Areas for improvement:

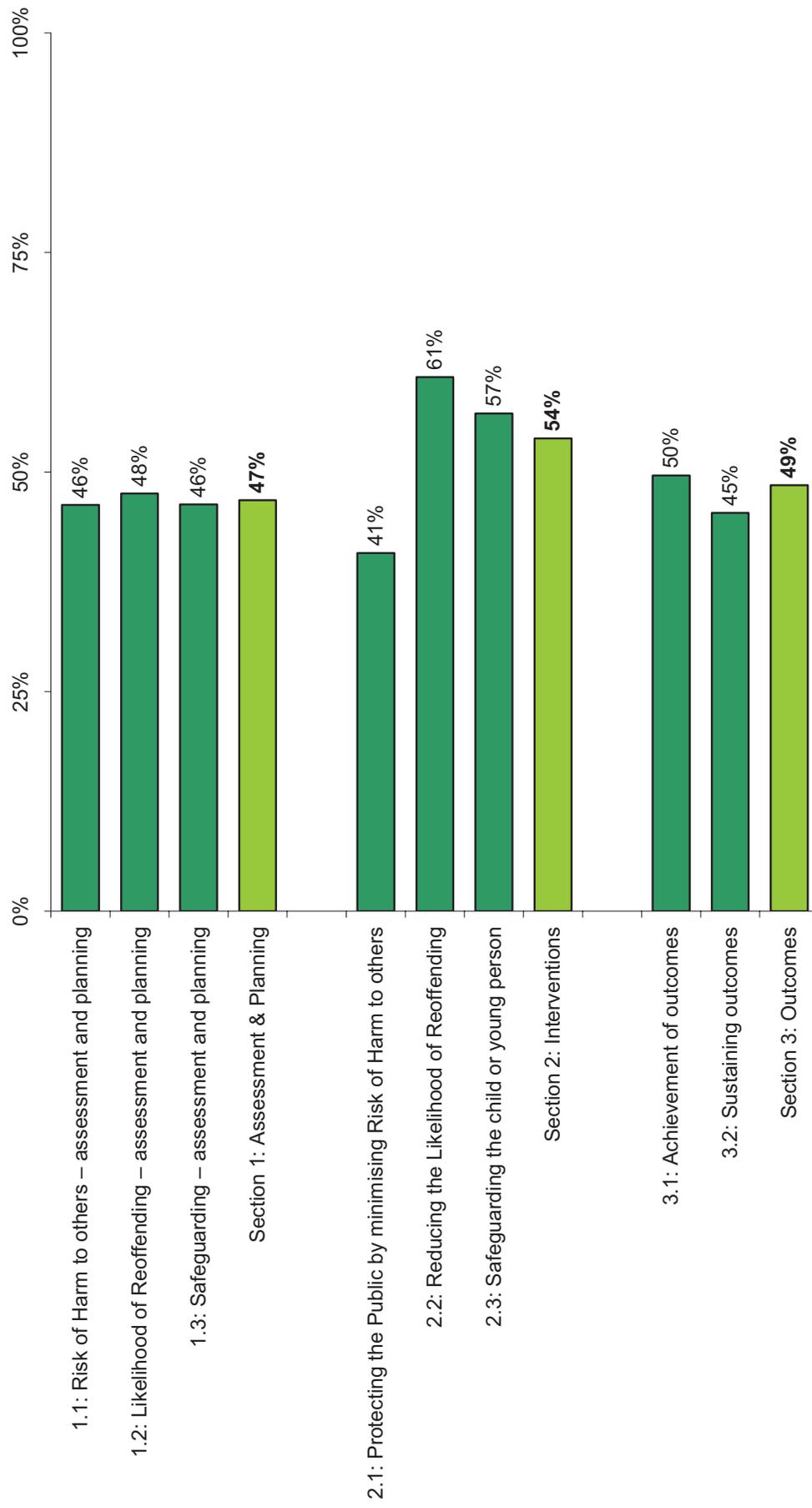
- (1) Full attention had been given to community integration issues during the custodial phase of the sentence in five out of nine relevant cases (56%). For cases in the community full attention had been given to this issue in 16 out of 36 (44%).
- (2) Actions had been taken, or plans put in place, to seek to ensure that positive outcomes were sustainable in five out of eight applicable cases (63%) where the child or young person was serving the custodial phase of their sentence. This dropped to 13 out of 33 (39%) cases where the child or young person was in the community.

COMMENTARY on Outcomes as a whole:

Successful outcomes were difficult to evidence owing to the shortfalls noted in the previous sections of this report. Improved assessments, plans and reviews would help to better demonstrate the work undertaken and progress made.

Appendix 1: Scoring summary of sections 1-3

CCI Harrow General Criterion Scores



Appendix 2: Contextual information

Area

Harrow YOT was located in London in the West of the capital.

The area had a population of 230,100 as measured in the ONS Mid Year Estimates 2010, 10.9% of which were aged 10 to 17 years old (Census 2001). This was slightly higher than the average for England/Wales, which was 10.4%.

The population of Harrow was predominantly white British (60%) (Resident Population Estimates by Ethnic Group 2009). The population with a black and minority ethnic heritage (40%) was above the average for England/Wales of 12%.

Reported offences for which children and young people aged 10 to 17 years old received a pre-court disposal or a court disposal in 2009/2010, at 22 per 1,000, were better than the average for England/Wales of 38.

YOT

The YOT boundaries were within those of the Metropolitan Police area. The London Probation Trust and the Brent and Harrow Primary Care Trust covered the area.

The YOT was located within Children's Services. It was managed by the Deputy Head of Young People's Services. The YOT Management Board was chaired by the Corporate Director of Children's Services.

The YOT Headquarters was in Harrow. The operational work of the YOT was also based in Harrow. ISS was provided from within the YOT.

Youth Justice Outcome Indicators 2011/2012 onwards

The national youth justice indicators for England have been replaced by three outcome indicators. These indicators will also be used in Wales.

1. The reoffending measure is a count of the number of 10 to 17 year olds who reoffend within 12 months of their conviction.

2. The first time entrants measure counts the number of young people given their first pre-court or court disposal and thus entering the youth justice system within each year.

3. The use of custody for young people aged 10 to 17 years.

Data will be made available progressively through 2011, broken down by Local Authority area.

For further information about the YJB and the performance management of YOTs, please refer to:

<http://www.yjb.gov.uk/en-gb/practitioners/Monitoringperformance/>

Appendix 3: Inspection Arrangements

Fieldwork for this inspection was undertaken in September 2011 and involved the examination of 38 cases.

Model

The Core Case Inspection (CCI) involves visits to all 158 Youth Offending Teams in England and Wales over a three year period from April 2009. Its primary purpose is to assess the quality of work with children and young people who offend, against HMI Probation's published criteria, in relation to assessment and planning, interventions and outcomes. We look at work over the whole of the sentence, covering both community and custody elements.

Methodology

The focus of our inspection is the quality of work undertaken with children & young people who offend, whoever is delivering it. We look at a representative sample of between 38 and 99 individual cases up to 12 months old, some current others terminated. These are made up of first tier cases (referral orders, action plan and reparation orders), youth rehabilitation orders (mainly those with supervision requirements), detention and training orders and other custodial sentences. The sample seeks to reflect the make up of the whole caseload and will include a number of those who are a high *Risk of Harm to others*, young women and black & minority ethnic children & young people. Cases are assessed by a small team of inspection staff with Local Assessors (peer assessors from another Youth Offending Team in the region). They conduct interviews with case managers who are invited to discuss the work with that individual in depth and are asked to explain their thinking and to show where to find supporting evidence in the record. These case assessments are the primary source of evidence for the CCI.

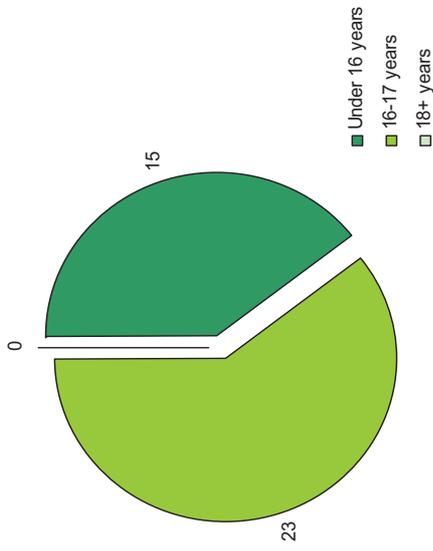
Prior to the inspection we receive copies of relevant local documents and a brief report from the Youth Justice Board. We also gather the views of service users (children & young people and victims) by means of computer and paper questionnaires.

Publication arrangements

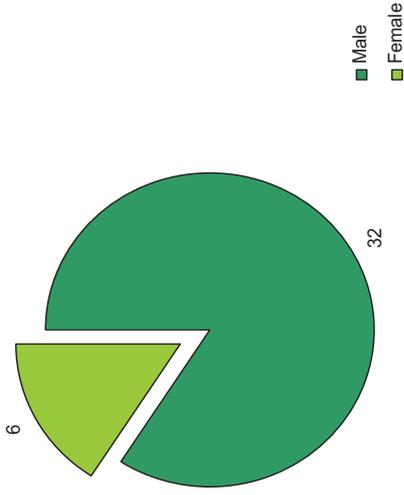
- Provisional findings are given to the YOT two weeks after the inspection visit takes place.
- A draft report is sent to the YOT for comment 4-6 weeks after the inspection, with publication following approximately 6 weeks later. In addition to a copy going to the relevant Minsters, other inspectorates, the MoJ Policy Group and the Youth Justice Board receive a copy. Copies are made available to the press and placed on our website.
- Reports on CCI in Wales are published in both Welsh and English.

Appendix 4: Characteristics of cases inspected

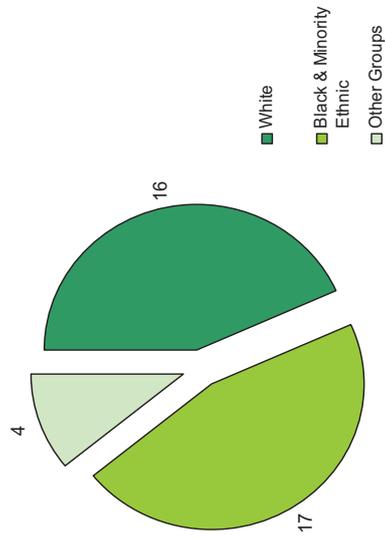
Case Sample: Age at start of Sentence



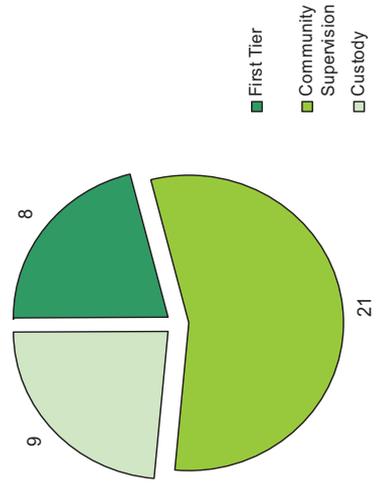
Case Sample: Gender



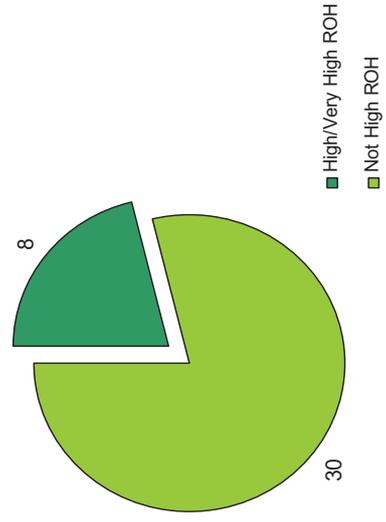
Case Sample: Ethnicity



Case Sample: Sentence Type



Case Sample: Risk of Harm



Appendix 5: Scoring approach

This describes the methodology for assigning scores to each of the general criteria and to the *RoH*, *LoR* and Safeguarding headline scores.

A typical case consists of elements of work that were done well enough and others where there is room for improvement. Therefore, the question "what proportion of cases were managed well enough?" does not itself provide a meaningful measure of performance and is not useful to inform improvements.

Rather HMI Probation measure the more focused question "how often was each aspect of work done well enough?" This brings together performance on related elements of practice from all inspected cases.

Each scoring question in the HMI Probation inspection tool contributes to the score for the relevant general criterion and section in the report. The performance of the YOT on that aspect of practice is described within the section of the report linked to that criterion. Key questions then also contribute to one or more of the headline inspection scores. In this way the headline scores focus on the key outcomes whereas the general criterion scores include the underlying detail.

The **score for a general criterion** is the proportion of questions relating to that criterion, across all of the inspected cases, where the work assessed by that question was judged sufficient (i.e. above the line). It is therefore an average for that aspect of work across the whole of the inspected sample.

For **each section in the report** the above calculation is repeated, to show the proportion of work related to that section that was judged 'above the line'.

Finally, for each of the **headline themes**, the calculation is repeated on the key questions that inform the particular theme, to show the proportion of that aspect of work that was judged 'above the line'; thereby presenting the performance as an average across the inspected sample.

This approach enables us to say how often each aspect of work was done well enough, and provides the inspected YOT with a clear focus for their improvement activities.

Appendix 6: Glossary

ASB/ASBO	Antisocial behaviour/Antisocial Behaviour Order
Asset	A structured assessment tool based on research and developed by the Youth Justice Board looking at the young person's offence, personal circumstances, attitudes and beliefs which have contributed to their offending behaviour
CAF	Common Assessment Framework: a standardised assessment of a child or young person's needs and of how those needs can be met. It is undertaken by the lead professional in a case, with contributions from all others involved with that individual
CAMHS	Child and Adolescent Mental Health Services: part of the National Health Service, providing specialist mental health and behavioural services to children and young people up to at least 16 years of age
Careworks	One of the two electronic case management systems for youth offending work currently in use in England and Wales. See also YOIS+
CRB	Criminal Records Bureau
DTO	Detention and training order: a custodial sentence for the young
Estyn	HM Inspectorate for Education and Training in Wales
ETE	Education, Training and Employment: work to improve an individual's learning, and to increase their employment prospects
FTE	Full-time equivalent
HM	Her Majesty's
HMIC	HM Inspectorate of Constabulary
HMI Prisons	HM Inspectorate of Prisons
HMI Probation	HM Inspectorate of Probation
Interventions; <i>constructive</i> and <i>restrictive</i> interventions	<p>Work with an individual that is designed to change their offending behaviour and/or to support public protection.</p> <p>A <i>constructive</i> intervention is where the primary purpose is to reduce Likelihood of Reoffending.</p> <p>A <i>restrictive</i> intervention is where the primary purpose is to keep to a minimum the individual's <i>Risk of Harm to others</i>. Example: with a sex offender, a <i>constructive intervention</i> might be to put them through an accredited sex offender programme; a <i>restrictive intervention</i> (to minimise their <i>Risk of Harm</i>) might be to monitor regularly and meticulously their accommodation, their employment and the places they frequent, imposing and enforcing clear restrictions as appropriate to each case. NB. Both types of intervention are important</p>
ISS	Intensive Surveillance and Supervision: this intervention is attached to the start of some orders and licences and provides initially at least 25 hours programme contact including a substantial proportion of employment, training and education
LoR	Likelihood of Reoffending. See also <i>constructive</i> Interventions
LSC	Learning and Skills Council
LSCB	Local Safeguarding Children Board: set up in each local authority (as a result of the Children Act 2004) to coordinate and ensure the effectiveness of the multi-agency work to safeguard and promote the welfare of children in that locality.

MAPPA	Multi-Agency Public Protection Arrangements: where probation, police, prison and other agencies work together locally to manage offenders who pose a higher <i>Risk of Harm to others</i>
Ofsted	Office for Standards in Education, Children's Services and Skills: the Inspectorate for those services in England (not Wales, for which see Estyn)
PCT	Primary Care Trust
PPO	Prolific and other Priority Offender: designated offenders, adult or young, who receive extra attention from the Criminal Justice System agencies
Pre-CAF	This is a simple 'Request for Service' in those instances when a Common Assessment Framework may not be required. It can be used for requesting one or two additional services, e.g. health, social care or educational
PSR	Pre-sentence report: for a court
RMP	Risk management plan: a plan to minimise the individual's <i>Risk of Harm</i>
RoH	<i>Risk of Harm to others</i> . See also <i>restrictive Interventions</i>
'RoH work', or 'Risk of Harm work'	This is the term generally used by HMI Probation to describe work to protect the public, primarily using <i>restrictive interventions</i> , to keep to a minimum the individual's opportunity to behave in a way that is a <i>Risk of Harm to others</i>
RoSH	Risk of Serious Harm: a term used in Asset. HMI Probation prefers not to use this term as it does not help to clarify the distinction between the <i>probability</i> of an event occurring and the <i>impact/severity</i> of the event. The term <i>Risk of Serious Harm</i> only incorporates 'serious' impact, whereas using ' <i>Risk of Harm</i> ' enables the necessary attention to be given to those offenders for whom lower <i>impact/severity</i> harmful behaviour is <i>probable</i>
Safeguarding	The ability to demonstrate that all reasonable action has been taken to keep to a minimum the risk of a child or young person coming to harm
Scaled Approach	The means by which YOTs determine the frequency of contact with a child or young person, based on their RoSH and LoR
SIFA	Screening Interview for Adolescents: Youth Justice Board approved mental health screening tool for specialist workers
SQIFA	Screening Questionnaire Interview for Adolescents: Youth Justice Board approved mental health screening tool for YOT workers
VMP	Vulnerability management plan: a plan to safeguard the well-being of the individual under supervision
YJB	Youth Justice Board for England and Wales
YOI	Young Offenders Institution: a Prison Service institution for young people remanded in custody or sentenced to custody
YOIS+	Youth Offending Information System: one of the two electronic case management systems for youth offending work currently in use in England and Wales. See also Careworks
YOS/YOT/YJS	Youth Offending Service/ Team/ Youth Justice Service. These are common titles for the bodies commonly referred to as YOTs
YRO	The youth rehabilitation order is a generic community sentence used with young people who offend.

Appendix 7: Role of HMI Probation and Code of Practice

Information on the Role of HMI Probation and Code of Practice can be found on our website:

<http://www.justice.gov.uk/about/hmi-probation/index.htm>

The Inspectorate is a public body. Anyone wishing to comment on an inspection, a report or any other matter falling within its remit should write to:

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Chester Road, Stretford
Manchester, M32 0RS*