

**Council**

**Thursday 22 September 2016**

**CONFIRMATION OF CABINET AND COMMITTEE RECOMMENDATIONS AND RELEVANT ORIGINATING BACKGROUND PAPERS**

<b>ITEM ON SUMMONS</b>	<b>CABINET / COMMITTEE RECOMMENDATION</b>	<b>ORIGINATING REPORT</b>
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Recommendation Cabinet  
I:  
(24 May 2016)

8.	COMMUNITY SAFETY PLAN	Report of Divisional Director, Strategic Commissioning (Pages 3 - 64)
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Recommendation Cabinet  
I:  
(24 May 2016)

9.	REGENERATION PROGRAMME 2016-2020	Report of Divisional Director, Regeneration and Planning (Pages 65 - 76)
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Recommendation Cabinet  
I:  
(15 September  
2016)

10. YOUTH JUSTICE PLAN Report of Corporate Director, People  
(Pages 77 - 144)

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Recommendation Cabinet  
I:  
(14 July 2016)

11. TERMS OF REFERENCE OF THE CORPORATE PARENTING PANEL Report of Corporate Director, People  
(Pages 145 - 154)

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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	24 May 2016
<b>Subject:</b>	Community Safety Strategy
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Alex Dewsnap, Divisional Director of Strategic Commissioning
<b>Portfolio Holder:</b>	Councillor Graham Henson, Portfolio Holder for Environment, Crime and Community Safety
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	No, as the decision is reserved to Council
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix A - MOPAC Crimes in Harrow Appendix B - Community Safety Strategy 2016-2019 Appendix C - Annual Crime Report 2014 & 2015 Appendix D - Equality Impact Assessment Appendix E - Reference from O&S Committee

**Section 1 – Summary and Recommendations**

Pursuant to S6 Crime and Disorder Act 1998, the Harrow Community Safety Partnership, known as Safer Harrow, ('the Partnership') produces and implements a Community Safety Strategy for reducing crime and anti-social behaviour, for combatting misuse of drugs, alcohol and other substances and

for the reduction of re-offending. This report summarises the Partnership's Community Safety Strategy 2016-19 including current trends, emerging priorities and the implications of the Strategy.

By Article 4 of Harrow Council's constitution, the Council approves the Community Safety Plan. It is recommended that the Partnership's Community Safety Strategy is adopted as the Community Safety Plan for Harrow.

**Recommendation:**

Cabinet is requested to:

- 1) recommend endorsement and adoption of the Community Safety Strategy 2016-2019 to Council; and
- 2) authorise the Portfolio Holder for Environment, Crime and Community to make minor amendments to the draft report, in conjunction with Harrow Community Safety Partnership, Safer Harrow, for presentation to Harrow Full Council meeting in September 2016.

**Reason: (For recommendations)** To endorse the Partnership's Community Safety Strategy 2016-2019 and adopt it as Harrow Council's Community Safety Plan.

## **Section 2 – Report**

### **Introductory paragraph**

2.1 The Community Safety Strategy shows how the Council and partners will work together to reduce crime and anti-social behaviour and make progress to making Harrow the safest borough in London.

### **3. Options considered**

The option of preparing a strategy that focussed mainly on the volume crimes that affect the Borough as in previous years was considered but rejected as not addressing the most serious threats to community safety.

### **4. Background**

4.1 Each year, the Partnership prepares a Community Safety Strategy which is recommended to Cabinet and on to Council. Each Strategy is for a three year period but is usually updated annually to reflect the often rapidly changing patterns of crime and risk. These are derived, at least in part, from an Annual Crime Report as well as assessments of risk and Police and Council priorities.

4.2 The last Community Safety Strategy was considered in July 2015. This was in many ways a departure from previous strategies in that it reflected explicitly the huge potential impact of high profile events that could damage

the community in Harrow for many years. The identified events included possible terrorism and radicalisation, child sexual exploitation as well as gang activity, domestic and sexual violence and anti-social behaviour. The Strategy also recognised the individual impact of more everyday crime such as burglary, robbery and criminal damage.

4.3 In considering how to update the Strategy, it has been recognised that these high profile risks to Community Safety have not declined and, therefore, it is recommended that the main thrust of the existing Strategy is maintained for the coming year.

## **5. Current situation**

5.1 The Annual Crime Report 2014 and 2015, which is attached, covers the period October 2014 to September 2015 and compares crime statistics with the same period 12 months earlier. The Report shows that total crime in Greater London increased by 3.8% between the relevant periods, giving an average of 83.6 crimes per 1,000 population compared with 81.6 in the earlier period. In Harrow, crime increased by 0.8% giving a rate of 50.3 crimes per 1,000 population compared with 49.5 in the earlier period. For the period of the Report, Harrow had the second lowest crime rate per 1,000 populations in London.

5.2 The Report also measures the number and rate of MOPAC 7 crimes – these are crime types that the Mayors Office from Policing and Crime (MOPAC) feels have the greatest impact on the public. The MOPAC 7 crimes are violence with injury, robbery, burglary, theft of a motor vehicle, theft from a motor vehicle, theft from the person and criminal damage. Across Greater London, the MOPAC 7 crime total decreased by 2.5% between the assessment periods giving a rate of 39.6 crimes per 1,000 population. In Harrow, the number of MOPAC 7 crimes decreased by 5.9% giving a rate of 24.0 crimes per 1,000 population.

5.3 Within this total, a number of MOPAC 7 crimes types increased including violence with injury (up 10.4%) robbery (up 5.3%), theft of a motor vehicle (up 3.2%) and criminal damage (up 1.2%) whilst other crime types decreased including burglary (down 14.1%) theft from a motor vehicle (down 13.7%) and theft from the person (down 11.2%). The general downward trend in volume crime is both welcome and a continuing testament to the effectiveness of the Police in Harrow and the partnership between the agencies and organisations devoted to detecting, deterring and diverting people away from crime.

5.4 The increase in violence with injury is a cause for concern although this needs to be seen in a London-wide context where the average rate per 1,000 population is 8.2 compared with Harrow's 5.3. Some of this seems to be related to Domestic and Sexual Violence where there has been a significant 23% increase in reporting in the last year most of which is thought to be not related to additional crimes but to a greater readiness to report but also to the growth in both gang on gang violence and the undesirable effects of the late night economy. In relation to Gangs, the partnership benefitted from a Peer Review of our approach to and work on gangs and the Government's acknowledgement of the persistent gang issues locally by adding Harrow to

the list of priority boroughs along with our neighbours Brent, Barnet, Hillingdon and Ealing.

5.5 Although outside the current Report period, it should be noted that there has been a recent spike in the rate of Burglaries. The total for October 2015 to January 2016 inclusive was 23.6% above the total for the same months in 2014/15. This trend will require carefully monitoring to ascertain whether it is a short-term blip or whether it represents a longer-term trend which will require fundamental changes to priorities.

5.6 In all other respects, the Annual Crime Report supports the continuation of the approach set out in the Community Safety Strategy. Accordingly, the Strategy has only been updated to reflect legislative and other minor changes but continues the focus on the potentially community changing impacts.

## **6 Why a change is needed**

6.1 As stated in the introduction above, the Partnership is required to produce and review a strategy and the Council is required to adopt a Community Safety Plan. It is usual practice to prepare a three year strategy and update it annually to take account of changes in the level of crime and the threats to community safety at the time.

## **7. Implications of the Recommendation**

### Performance Issues

The Council's Corporate Performance scorecard references residential burglary and incidents of domestic violence as indicators amongst the MOPAC 7 crimes that the Mayor has tasked the Police across London to reduce by 20% by 2017. The performance in Harrow to the end of January 2015 is set out in the table at Appendix A.

### Environmental Implications.

There are no environmental implications arising from the Strategy.

### Risk Management Implications

The projects referenced within the Community Safety Plan and particularly those funded by MOPAC grants, have been added to the relevant service Risk Registers.

Risk included on Directorate risk register? Yes

### Legal Implications

The setting up of the Partnership was required by the Crime and Disorder Act 1998 as amended by the Police and Crime Act 2009.

Under s.6 of the Crime & Disorder Act 1998, the Council with other partner authorities (police, fire & rescue authority, probation service, and clinical commissioning group) has a duty to formulate and implement a strategy for the reduction of crime and disorder in its area (including anti-social behaviour adversely affecting the local environment), a strategy for combating the misuse of drugs, alcohol and other substances in the area and a strategy for the reduction of re-offending in the area.

In formulating the strategy, the partner authorities must have regard to the police and crime plan for the area.

The partner authorities must set up a strategy group who are collectively responsible for preparing strategic assessments and preparing and implementing the partnership plan. The partnership plan shall set out the following:

- (a) a strategy for the reduction of re-offending, crime and disorder and for combating substance misuse in the area;
- (b) the priorities identified in the strategic assessment prepared during the previous year;
- (c) the steps considered necessary for the responsible authorities to take to implement the strategy and meet those priorities;
- (d) how the strategy group considers the responsible authorities should allocate and deploy their resources to implement that strategy and meet those priorities;
- (e) the steps each responsible authority shall take to measure its success in implementing the strategy and meeting those priorities;
- (f) the steps the strategy group proposes to take during the year to comply with its obligations in respect of community engagement, considering the extent that people in the area can assist in reducing re-offending, crime and disorder and substance misuse, and publicising that partnership plan.

Under s.17 of the above Act, it is also a duty of the Council when exercising its functions to have due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder (including anti-social behaviour), misuse of drugs, alcohol and other substances and re-offending.

### Financial Implications

All of the work identified in this Strategy to be undertaken by the Council will be funded from existing budgets and approved grants.

### Equalities implications/Public Sector Equality Duty

Was an Equality Impact Assessment carried out? Yes,

The Equality Impact Assessment is attached.

The Community Safety Plan takes into account an analysis of crime reports in the previous period which highlights the areas that need the most attention. These include violence with injury and a recent increase in residential burglary. However, the Community Safety Strategy for 2016-19 prioritises

addressing low probability but high impact potentially community changing events including terrorist activity and radicalisation, widespread child sexual exploitation, gang activity, and domestic violence. If a potentially community changing event took place it might have an indiscriminate impact that cannot be accurately assessed.

For some types of criminality that has been included in the Strategy, however, there are clear categories of victims who are likely to be affected including young and vulnerable people being sexually exploited and involved in gang-related activity. While radicalisation could be experienced by anyone, currently the Government has set a focus on the threat to the UK as a whole from groups and individuals who share extremist and violent Islamist ideology.

In terms of volume crime, young men are at most risk of robbery and the age of victims seems to be decreasing with a significant increase in victimisation the 11-15 year old group. At the same time, the age of suspects is also predominantly young. Older people are at comparatively low risk of being the victims of crime.

Domestic violence continues to be a higher proportion of crime in Harrow than in any other London Borough and the victims are predominantly women. As well as the continuing efforts to support victims, the Council has expanded its contract for support to victims and has developed a therapeutic pilot project.

The Equality Impact Assessment has not noted any disproportionate adverse impact on any of the protected characteristics arising from the Plan.

### Council Priorities

The Council's vision:

### **Working Together to Make a Difference for Harrow**

Please identify how the report incorporates the administration's priorities.

- Build a Better Harrow
- Be More Business-like and Business Friendly
- Protect the Most Vulnerable and Support Families

This is set out in the attached Strategy.

### Section 3 - Statutory Officer Clearance

Name: Sharon Daniels	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 11 May 2016		
Name: Alison Burns	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 12 May 2016		

<b>Ward Councillors notified:</b>	<b>NO, as it impacts on all Wards</b>
<b>EqIA carried out:</b>	<b>YES</b>
<b>EqIA cleared by:</b>	Alex Dewsnap (DETG)

### Section 4 - Contact Details and Background Papers

**Contact:** Alex Dewsnap  
Tel: 020 8416 8250

#### Background Papers:

- Community Safety Strategy 2016-2019 (see enclosure)
- Annual Crime Report 2014 & 2015 (see enclosure)
- Equality Impact Assessment (see enclosure)

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

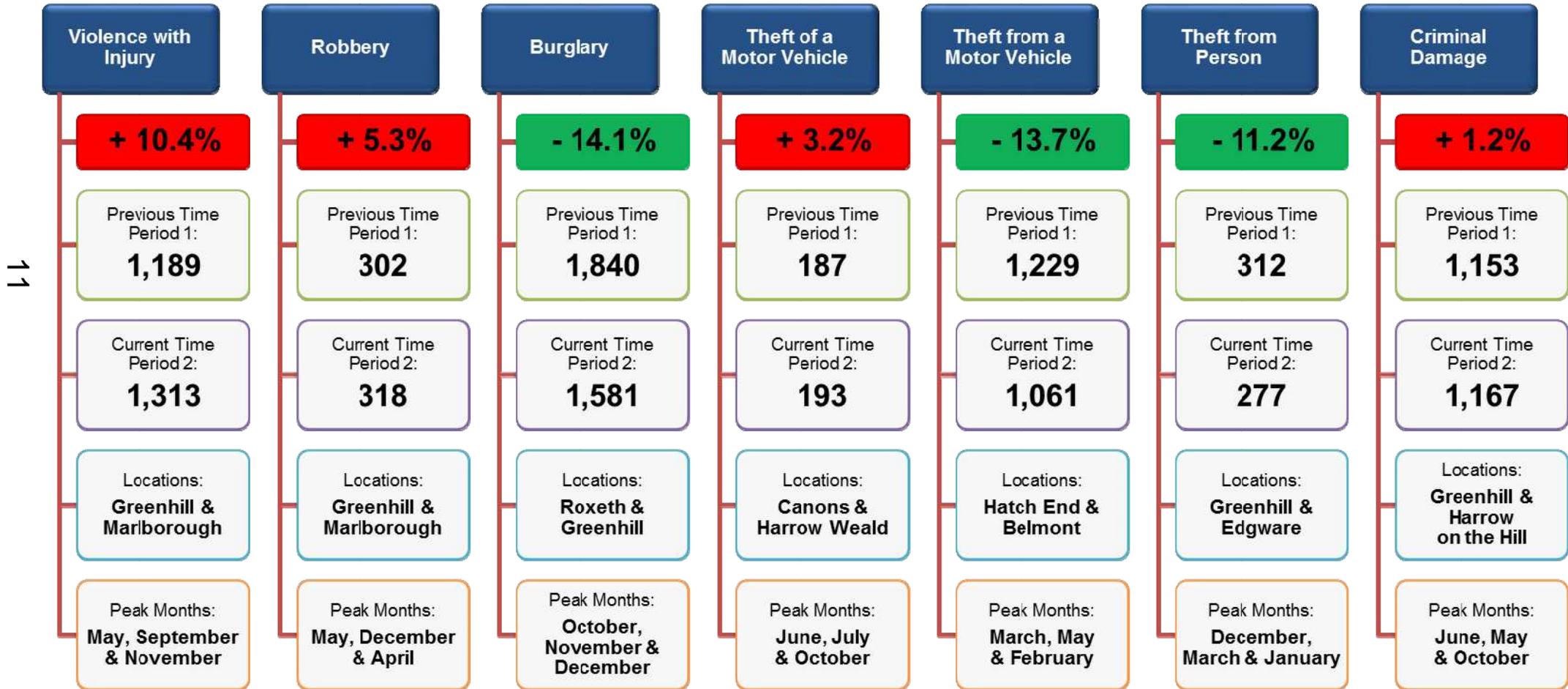
**NOT APPLICABLE**

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

## Appendix A

### MOPAC Crimes in Harrow - Latest 24 months (October 2013 through September 2015)

All figures stated below were taken from the MET Police website that was available at the end of November 2015.



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# Harrow Community Safety Strategy 2016-2019

# Contents

<b>Introduction</b>	3
<b>Vision</b>	4
<b>Harrow the Place</b>	4
<b>National Context</b>	4
<b>London Context</b>	7
<b>Local Context</b>	7
<b>Aims and Ambitions</b>	9
<b>Getting things done</b>	9
• Partnership	9
• Other Strategic Partnerships	9
• Harrow Council	9
• Support	10
• Working Efficiently	10
• Better use of resources	10
• Sharing information	10
• Signposting	10
<b>Community Cohesion</b>	11
<b>Offending</b>	12
• Countering terrorism	12
• Child Sexual Exploitation	13
• Gangs	14
• Domestic Violence	14
• Volume Crime	15
• Hate Crime	15
• Anti-social Behaviour	17
<b>Support</b>	17
• Victims of Crime	17
• Safer Neighbourhood Board	17
• Fire Service	18
<b>Accountabilities</b>	19
<b>Statistics</b>	20

## **Harrow Community Safety Strategy 2016-2019**

On behalf of Safer Harrow, the Harrow Community Safety Partnership, I am pleased to introduce Harrow's Community Safety Strategy for 2016-2019. Last year, we presented a Community Safety Strategy that differed quite radically from those in previous years. Earlier strategies had sought to get the best possible partnership response to contain crime in an already comparatively low crime area by proposing slight tweaks to address emerging trends and only occasionally looking at the underlying causes of crime and how partnership working could address these challenges.

Last year's strategy began to focus on the strategic threats to Harrow's communities. While these threats included volume crimes such as robbery and burglary, it concentrated on unlikely but potentially community changing events such as terrorism, radicalisation and wide-spread Child Sexual Exploitation. These threats have not diminished in the last 12 months and we need to continue to be vigilant to protect Harrow and our communities.

The newly elected Mayor of London has set out as one of his top priorities to make London Safer, which aligns with the Council's own priority to Build a Better Harrow, and is central to this Community Safety Strategy. The Mayor intends to have a renewed focus on neighbourhood policing, take action to tackle the spread of extremism, gangs and knife crime and review the resourcing of our fire service. He has also committed to tackling violence against women and girls with a zero tolerance of domestic and sexual violence, which again is consistent with both the Council and Safer Harrow's strategy. The Council and the Partnership therefore fully support this approach in Harrow.

It is therefore appropriate that the strategy for 2016-19 builds on the themes of last year's strategy. Using new data, and focused on outcomes based work it tries to strike a balance between a need for security from criminal damage, burglary and car crime, as well as the potentially devastating consequences to our communities of, for example, a terrorist event.

As I emphasised in last year's strategy, crime causes damage - be that physical, economic or social. The damage caused to each individual and to the wider community by crime is unacceptable. Crime causes fear which reduces confidence and resilience in communities. We all have the right to live our lives free from that fear. By tackling crime, we also improve the lives of offenders, their families and the communities in which they live. We can turn lives around, and help individuals make a positive contribution to Harrow. By reducing the fear of crime and anti-social behaviour we help build strong, resilient and cohesive communities, in which people and our communities can thrive and reach their potential.

It is the responsibility of all of us who live and work in Harrow to keep our borough safe. Working together we can all help in keeping Harrow safe and, in an increasingly uncertain world, making it safer still is the key to our success.

Councillor Graham Henson,  
Chair, Safer Harrow

## Vision

The Council's vision for the future of Harrow is "Working together to make a difference for Harrow" and this is particularly relevant to the work of Harrow's Community Safety Partnership which we call Safer Harrow. This brings together many of the organisations that are contributing to our ambition of making Harrow the Safest Borough in London to share their ambitions and plans so that we can integrate their effort and achieve a better and safer outcome.

The Council's vision for Harrow will be delivered by:

- Building a better Harrow;
- Being more business-like and business friendly; and
- Protecting the most vulnerable and supporting families

Community safety is a thread that runs through all of these priorities from helping to make Harrow a good place to live and do business, safeguarding vulnerable young people and adults, addressing anti-social behaviour that can blight communities, reducing shop lifting and criminal damage that undermines businesses and tackling domestic violence that breaks up families and, in some cases, leads to very serious injuries.

Safer Harrow also has its own ambition which is that Harrow becomes the Safest Borough in London and this Strategy, which is developed and owned by the partnership will demonstrate how all the partners will work together to try and achieve this aim and the progress we've made to date.

## Harrow the place

In Harrow our population is growing, and is getting proportionally older (65+) and younger (5-9 years), becoming more diverse overall and seeing an increase in the size of families. In some areas of the community, the working level of English is poor, which increases the risks of worklessness. We are seeing an increase in the demand for services for those residents with complex needs and seeing a growth in health inequality between our most deprived and most affluent wards. Harrow continues to profit from its reputation as a tolerant and welcoming place for new arrivals but tensions can develop in communities that undergo rapid change and these must be effectively managed. Community cohesion is therefore an essential ingredient for Harrow to become and to maintain a position as the safest borough in London.

## National Context<sup>1</sup>

The Crime Survey for English and Wales (CSEW) shows that all crime is declining. The latest figures from the CSEW show that, for the offences it covers, there were an

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<sup>1</sup> NB: all the comparative data in this report is the years October 2013-September 2014 to October 2014-September 2015. More up to date data is presented in the local context, but for comparisons to be made, data to September 2015 is also presented.

estimated 6.6 million incidents of crime against households and resident adults (aged 16 and over) in England and Wales which is not significantly different from the previous survey total.

There was a 6% increase in police recorded crime compared with the previous year, with 4.3 million offences recorded in the year ending September 2015. Most of this rise is thought to be due to a greater proportion of reports of crime being recorded following improved compliance with national recording standards by police forces.

Improvements in the recording of crime are thought to have particularly affected some categories of violent crime. There was a 27% rise in violence against the person offences (an additional 185,666 offences) which was largely driven by increases within the violence without injury sub-group (up by 130,207 offences; a 37% increase). The CSEW estimate for violent crime showed no significant change compared with the previous year's survey.

There were also increases in some of the more serious types of police recorded violence, including a 9% rise in offences involving knives or sharp instruments and a 4% increase in offences involving firearms. Such offences are less likely to be prone to changes in recording practices, though there is some anecdotal evidence to suggest that a tightening of recording procedures may be contributing to some of the increase in some forces.

Sexual offences recorded by the police continued to rise with the latest figures up 36% on the previous year; equivalent to an additional 26,606 offences. The numbers of rapes (33,431) and other sexual offences (66,178) were at the highest level since the introduction of the National Crime Recording Standard in the year ending March 2003. As well as improvements in recording, this is also thought to reflect a greater willingness of victims to come forward to report such crimes.

The number of new entrants to the criminal justice system has continued to fall since its peak in 2007. This decline has been much sharper for juveniles than for adults; however, during the 12 months ending September 2015, the decline slowed for both groups of offenders. Around 2 in every 5 adults convicted of an indictable offence had a long criminal record compared to just over a quarter in the same period 10 years ago. Despite having long criminal records, there has been a 35% increase since Q1 2013 in adults with 15 or more previous convictions or cautions receiving a suspended sentence following a conviction for an indictable offence. There seems to have been a growing reluctance to sentencing re-offenders to custody.

In the 12 months ending September 2015, the number of offenders with no previous convictions or cautions sentenced for indictable offences increased by 3.6%. The increase has been seen across all types of offences except robbery and theft offences. In the latest period, around 96,000 adult offenders convicted of an indictable offence had 15 or more previous convictions or cautions (long criminal records - on average 33.6 previous sanctions). 39% of adults convicted of an indictable offence had a long criminal record compared to 29% in the same period 10 years ago. This suggests that there have been recent increases in both the conviction of individuals who are new

entrants to the Criminal Justice System and of serial re-offenders defined as those with 15 or more previous convictions.

However, over recent years the trend has been a decline in offenders with longer criminal records. Further investigations have shown that there has been a fall since 2009 in the number of offenders progressing from their 15<sup>th</sup> to their 16<sup>th</sup> conviction or caution. Similarly during the 12 months ending September 2015 there was a decline in the number of offenders with 16 or more previous convictions or cautions. Three fifths of those convicted of an indictable offence with 15 or more previous convictions or cautions were convicted for offences related to theft – by comparison, only 22% of those with no previous convictions or cautions were convicted for theft offences.

For those convicted of a sexual offence in the 12 months ending September 2015, just under half also had a first offence for the same offence category and for just 5% of offenders, all of their previous convictions and cautions were for sexual offences.

In the 12 months ending September 2015, there were 1.22 million offenders sentenced following a criminal conviction, 2% more than in the previous year. This mirrors the trends in proceedings and convictions, where more defendants were proceeded against and more were found guilty over the same period.

A fine was the most common sentence given to offenders at all courts, accounting for 72% of all sentences. This proportion has been increasing since 2011, because the prevalence of summary offences has been increasing, and fines are the most common sentence for summary offences. Indictable offences were more likely to warrant an immediate custodial sentence or a community sentence.

The overall number of young people in the Youth Justice System continued to reduce in the year ending March 2015. Reductions have been seen in the number entering the system for the first time (First Time Entrants, FTEs), as well as reductions in those receiving disposals, including those receiving custodial sentences. Compared to the year ending March 2010, there are now 67% fewer young people who were FTEs, 65% fewer young people who received a youth caution or court disposal and 57% fewer young people (under 18) in custody in the youth secure estate.

In the year ending March 2015 there were around 950,000 arrests for notifiable offences in England and Wales, of which 94,960 were of people aged 10-17 years. Therefore, arrests of 10-17 year olds accounted for 10% of all arrests. This is the same as the proportion of young people in England and Wales of offending age. The reoffending rate has increased (by 5.6 percentage points since the year ending March 2008, to 38.0% in the year ending March 2014), but there were significant falls in the number of young people in the cohort, the number of reoffenders and the number of re-offences.

Overall young people were convicted of 87,160 proven offences (those resulting in a caution or conviction) in the year ending March 2015. The number of proven offences has been decreasing; it has fallen by 4% from the year ending March 2014 and by 70% since the year ending March 2005.

The number of proven offences has fallen amongst most offence types, but increased for violence against the person offences, criminal damage offences and sexual offences compared with the previous year. This has led to a change in the proportional makeup of proven offences by offence type. The largest proportion of proven offences in the year ending March 2015 were violence against the person offences, which also increased the most compared with March 2010 (by 4 percentage points) and now make up 24% of total offences over this period. Drug offences and sexual offences also increased, by 2 percentage points and 1 percentage point respectively. On the other hand, the largest decrease was for theft and handling stolen goods which decreased by 4 percentage points. The proportions for criminal damage offences, burglary and robbery remained fairly constant between the years ending March 2010 and March 2015.

Finally, the ongoing reporting of young people making their way to Syria to support ISIS has heightened concerns about radicalisation, and events in Paris, Brussels and elsewhere have increased the assessed risk of the threat of terrorism. While counter-terrorism activity is mostly the responsibility of national agencies, the front line in relation to radicalisation rests with the local authority and the Community Safety Partnership.

### **London Context**

The latest figures for London compare the year to January 2016 with the previous 12 month period. In this period, the total recorded crime rose by 5.2% although this is still 18.4% below the baseline year of 2011/12. The biggest increase was in relation to violence with injury. Another way of showing crime figures is the number of recorded offences for each 1,000 people living in London. In the 12 months to September 2015, this rose from 81.6 to 83.6 crimes for each 1,000 people.

Strategy for the Metropolitan Police is now set by the Mayor through his Office for Policing and Crime (MOPAC). The Mayor has designated certain crimes as a priority because of the impact they have on the community on a daily basis. These crimes are Burglary; Robbery; Theft from the person; Theft of a motor vehicle; Theft from a motor vehicle; Criminal Damage and Violence with Injury. The number of these MOPAC 7 crimes recorded in 2015 fell by 18.1% across London compared to 2014. This represents a fall from 39.6 MOPAC 7 crimes for each 1,000 people living in London to 38.6 crimes.

### **Local Context**

The latest local crime figures show that, for the period October 2014 to September 2015 compared with the previous 12 months, recorded crime in Harrow increased by 5.1% with the number of crimes for each 1,000 people rising from 49.5 to 50.3. For the MOPAC 7 crimes, there was a local reduction of 5.9% with 24.0 crimes for each 1,000 people – down from 25.5. These figures show that Harrow's crime rate is substantially below the London average. There were reductions in all of the MOPAC 7 categories except violence with injury and theft of motor vehicles.

More recently there has been a spike in residential burglaries with the share of all of London's burglaries occurring in Harrow increasing from a two year average of 2.94% to 4.21% in the last four months to February 2016.

This is the latest in a long series of community safety strategies that has been able to report a reduction locally, across London and nationally in most reported crimes types. Certain crime types have, however, seen an increase in the last year but this needs to be set in the context of a 24.2% decline in the MOPAC 7 crimes in London since the baseline year of 2011/12. The impact of a crime on individuals, families and businesses is not diminished but the number of individuals, families and businesses that suffer from the loss and distress of being a victim of crime has reduced substantially over recent years and we are anxious to maintain this trend. Details of local crime statistics are given in a table at the end of this strategy.

However, we are also aware that wider criminal issues could have an even more significant impact which is why this strategy continues to prioritise for consideration the local potential for terrorist incidents to occur here and the threat posed by radicalisation as well as the potential for Child Sexual Exploitation and the impact of violence and gang activity. The threat of all of these issues appears to be real and immediate.

## **Aims and Ambitions**

Safer Harrow's overarching aim is, for Harrow to be the safest Borough in London. In attempting to maintain Harrow's current position as one of the safest Boroughs, the partnership needs to focus on more than just the volume crimes such as robbery and burglary. This is not just because of the progress that has been made in these areas but because of the threat that terrorism, radicalisation and child sexual exploitation for example present to our communities. This Strategy therefore focuses on these potentially community changing events in the following pages but also on the every day crimes and anti-social behaviour that we need to continue to reduce to make a difference for Harrow.

## **Getting things done**

**Partnership** - The job of making and keeping Harrow safe belongs to Safer Harrow, our statutory Community Safety Partnership. The partnership comprises the Council, the Police, the Fire Service, the National Probation Service, the new Community Rehabilitation Company that provides probation services to less serious offenders, the Mayor's Office for Policing and Crime, a representative of the local magistrates, and the Voluntary and Community sector and a Secondary School Head Teacher. We hope to be able to add representatives of the Health Services in Harrow in the coming months.

Many of the organisations comprising the Partnership are under significant pressures with reducing management teams and are not always able to attend meetings. This is concerning as community safety cannot be achieved by any one or even just some of the essential organisations working in Harrow - it takes the collective effort of the key partners aligning strategies, priorities and operational activity.

There have been continual suggestions that the Police in particular will face changes to their structure which could include the dissolution of the link with London Boroughs as the basis for territorial police organisation. While announcements on any changes will not be made before the new Mayor is elected and has an opportunity to consider the implications of this sort of change, this suggestion continues to cause uncertainty which threatens to destabilise the partnership.

**Other Strategic Partnerships** - Safer Harrow is assisted in its work by the efforts of other strategic partnerships that have separate but, in some ways, complementary objectives. Partnerships such as the Harrow Safeguarding Children's Board, the Local Safeguarding Adults Board and the Youth Offending Team Management Board in pursuing their own agendas contribute to keeping Harrow safe. Safer Harrow has cultivated and maintains links with these other strategic partnerships to ensure that we have a current overview of the relevant and related activity.

**Harrow Council** - The Council's participation includes public protection services which are environmental health, trading standards, licensing and the anti-social behaviour team, Children's Services, especially the Youth Service and the Youth Offending Team, the Local Safeguarding Children Board, Public Health Services which include drug and alcohol services and Policy for Domestic and Sexual Violence, Community Cohesion and work on radicalisation as well overall co-ordination.

**Support** - Managing the interventions designed to prevent crime and anti-social behaviour is complex. There are services to help people who are victims of crime, as well as a broad range of services and programmes to help people who may be at risk of offending or re-offending. Many offenders are also victims and need the support of the services that safeguard young people or adults from harm.

**Working efficiently** - In these times of austerity we need to ensure that we work effectively with unprecedented reductions in budgets within public services. Bringing all of these programmes together, making sure that gaps in service provision are identified and programmes changed if possible to fill them, eliminating duplication and ensuring that work achieves its objectives are all functions that Safer Harrow is designed to achieve. Safer Harrow has contributed to improving effectiveness by reviewing its own purpose and methods of working and adopting a more active and assertive role to make sure that the right things get done. While, as a Partnership Body, Safer Harrow cannot instruct other agencies what to do or how to do it, it can highlight need and encourage joint working, co-operation and participation in achieving improvements and solutions.

Safer Harrow now demands analysis to demonstrate how performance issues in one area have an impact on other services and on community safety issues. Safer Harrow is aware that community confidence in the safety of Harrow is related to the quality of all of the services that address specific community safety issues and that many of these services are inter-dependent. Safer Harrow provides the forum within which the impact of the quality of each programme can be assessed.

**Sharing information** - One of the ways in which Safer Harrow can add value is by facilitating the sharing of data and information in a timely and relevant way so that those who need to know can easily find out about problems, issues, individuals of interest and those needing support. A number of data sharing agreements have been reviewed in the last year and will be refreshed to facilitate better joint working.

Within the Council information is probably not shared as well as it could be to enable a joined up, seamless service to be offered to residents experiencing crime and anti-social behaviour. Safer Harrow will continue to support using technology to ensure that each of the public-facing services that support victims of crime and anti-social behaviour can access the history of all of the Council's interventions and communications with each victim so that the whole picture of what is happening and what has been done in the past can inform the development of new solutions. Serious failures can arise by addressing a problem without the benefit of the history of previous interactions between public services and relevant individuals. Safer harrow is also supporting the development of a dynamic problem profile that will show the extent and nature of violence, vulnerability and exploitation in Harrow and may be capable of being developed further to support work to combat other issues.

**Signposting** - Technology can also ensure that up-to-date information is available to help Council staff signpost residents with crime or anti-social behaviour problems to other agencies if they are better placed to help resolve the presenting issue.

## Community Cohesion

Community cohesion is what must happen in all communities to enable different groups of people to get on well together. A key contributor to community cohesion is integration which is what must happen to enable new residents and existing residents to adjust to one another. So, with a population that is becoming increasingly diverse, it is important to work actively to identify changing issues, to maintain Harrow's high levels of cohesion and to respond quickly and effectively when there are tensions to be addressed. Our concern is not just with race and culture - it also examines the many factors that could divide our local community, such as social class, prejudice and discrimination on the grounds of age, gender, disability, faith or sexual orientation.

Becoming complacent is one of the quickest paths to the breakdown of community cohesion, so we need to focus both on addressing the divisions that do exist – because as strong as Harrow's community is, it is not perfect – and on building upon the excellent work that has already been done by residents and community organisations, in partnership with local public sector organisations.

The Home Office Publication *Crime and Cohesive Communities*<sup>2</sup> suggests that Cohesive communities have five key attributes:

- **Sense of community:** for example whether people enjoy living in their neighbourhood and are proud of it; whether people look out for each other and pull together.
- **Similar life opportunities:** the extent to which people feel they are treated equally by a range of public services.
- **Respecting diversity:** whether people feel that ethnic and other differences are respected within their neighbourhood.
- **Political trust:** do people feel they can trust local politicians and councillors and do they feel that their views are represented?
- **Sense of belonging:** whether people identify with their local neighbourhood and know people in the local area.

Local areas with a high sense of community, political trust and sense of belonging show significantly lower levels of reported crime. Rates for different types of crime are predicted to reduce as sense of community goes up. Crime and anti-social behaviour are most prevalent in fractured communities.

These attributes can be influenced by other social programmes and outcomes such as:

- Social Mobility that widens access to jobs and training and encourages educational aspiration and enterprise
- Common Ground – a clear sense of shared aspirations and values which focus on what we have in common rather than our differences
- Participation to create a clear understanding and tolerance through doing things together and pulling together to achieve success

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<sup>2</sup> [Crime and Cohesive Communities is by Dr Elaine Wedlock and is available on the Home Office Website.](#)

- Personal and Social Responsibility
- Tackling extremism and intolerance that deepen division and increase tensions
- Integration which comes from everyday life and long-term social and economic challenges which create barriers to a more integrated community.

The “sense of community” factor has been identified as the strongest predictor of various types of recorded crime. This “sense of community” factor is made up of some issues that include elements of social control, such as whether people pull together to improve the area, whether they feel safe walking at night, whether neighbours look out for each other and whether they trust people in their neighbourhood. But it also includes a more general sense of camaraderie such as whether people enjoy living in the area and are proud of the neighbourhood.

The “sense of belonging” factor also contains aspects of social control. This measures whether respondents know many people in their neighbourhood and whether they feel a sense of belonging to the local area and neighbourhood. This factor is not a strong predictor of lower levels of crime. This means that you don’t need to feel a strong sense of attachment to an area in order to benefit from the sense of community that is linked with lower levels of crime. A sense of community rather than a sense of attachment is the most important predictor of lower levels of crime. This is good news for areas with high population turnover, particularly because this sense of community is not only linked with lower levels of violent crime (the type of crime most often linked with the presence or absence of social control), but also with other types of neighbourhood level crime such as burglary from dwellings, and theft of and from motor vehicles.

## Offending

### Countering Terrorism

The Government’s Office for Security and Counter-Terrorism, in the Home Office, works to counter the threat from terrorism. Their work is covered in the government’s counter-terrorism strategy, CONTEST.

The strategy is based on 4 areas of work:

- **pursue:** to stop terrorist attacks in this country and against our interests overseas. This means detecting and investigating threats at the earliest possible stage, disrupting terrorist activity before it can endanger the public and, wherever possible, prosecuting those responsible.
- **prevent:** work to stop people becoming terrorists or supporting terrorism and extremism – Counter terrorist propaganda; intervention programmes for those at risk; reporting of illegal on-line material when it comes to light; focus only on the vulnerable rather than give the impression that whole communities need to be convinced that terrorism is wrong
- **protect:** We know where and how we are vulnerable to terrorist attack and have reduced those vulnerabilities to an acceptable and a proportionate level; and
- **prepare:** working to minimise the impact of an attack and to recover from it as quickly as possible

The Prevent agenda falls to local authorities in the main. We have agreed a Prevent Action Plan that covers all aspects of the specific duties placed on the local authority and supports the requirements that are the responsibility of schools and colleges. This action plan also seeks to improve community cohesion in the borough, although it is not specifically a Community Cohesion action plan.

The Council and all of the statutory partners need to prepare for dealing with emergencies whatever their cause. Locally, emergency planning contingency plans have been prepared and continue to be updated to enable the Council and the emergency services to be as prepared as possible to respond to any emergency situation.

### **Child Sexual Exploitation**

The sexual exploitation of children and young people (CSE) is both complex and often inextricably linked to other problems and difficulties. It is defined as child abuse and those children and young people who are sexually exploited face huge risks to their physical, emotional and psychological health and well-being.

Some groups of children and young people are more vulnerable to targeting by perpetrators i.e. those in Local Authority care, but the national statistics indicate that many of those being exploited are actually living with their families.

CSE is by its nature coercive but many of the children and young people experiencing this will not recognise this, believing the so called relationship with their exploiter is entered freely and not seeing themselves as victims of exploitation. However, a child or young person cannot consent to their own abuse. Their behaviour is not voluntary and once entrapped in this form of abuse, acts or threats of violence may impede their escape and access to help.

There is link between CSE and children and young people who are trafficked for sexual purposes which can and does occur anywhere within the UK.

Tackling CSE is difficult due to the covert nature of the activity and the difficulty young people have in both recognising the abuse and being able to disclose what is happening to them to someone whom they can properly trust, perhaps in the face of threats from their abuser.

Creating opportunities for young people to build positive relationships and tackling their associated problems, as well as promoting the young persons participation in their support plan, are vital components in dealing holistically with CSE.

Together with our partners, we have developed some operational structures to take forward our shared vision to protect and safeguard our children and young people from sexual exploitation. We will continue to learn from others and from Inspection outcomes. Harrow Safeguarding Children Board is leading on implementing strategies and standards to address CSE, but Safer Harrow ensures all relevant elements of the partnership are involved in and contribute to keeping our young people safe from CSE.

## **Gangs**

Harrow has adopted a well used definition of a gang which is a relatively durable, predominantly street-based group of people, who see themselves and are seen by others as a discernible group and engage in a range of criminal and anti-social activities including violence. A gang will identify with or lay claim to a particular territory and, potentially, will be in conflict with other similar gangs.

Safer Harrow is developing a Gangs strategy that seeks to address violence, vulnerability and exploitation; reduce the number of people drawn to gang membership through education, diversion and other means, equip existing gang members with support to exit their gang, disrupt gang activity through investigation and enforcement, particularly related to gangs' economic activity; and enable the families of gang members to encourage and support withdrawal from gangs and to safeguard the younger siblings of gang members. The strategy will be supported by the dynamic problem profile that is being developed, hopefully utilising data from a range of partners.

The development of the Strategy has benefited from a Peer Review undertaken by the Home Office Ending Youth and Gang Violence Team. The Review recommendations have been added into the emerging Strategy and further work with the review Team is underway to identify further opportunities to prevent gang culture becoming further embedded in Harrow.

## **Domestic Violence**

Safer Harrow has responsibility for overseeing the implementation of the Council's Domestic and Sexual Violence (DSV) Strategy and ensuring that the impact of the Council's investment fund is maximised to support and maintain existing services and, where possible, lead to additional Domestic and Sexual Violence services.

The key priorities from the DSV Strategy are:

- an increased investment in services for high risk victims of domestic violence;
- an attempt to provide earlier interventions both through specialist support and by equipping professionals working for all relevant agencies with knowledge and confidence to recognise the indicators of abuse and refer appropriately; and
- increasing community awareness and capacity to counteract the influences that lead to forced marriage, honour-based violence and Female Genital Mutilation.

In the last year, the Council re-commissioned its primary Domestic and Sexual Violence Services contract to provide an even better integrated and co-ordinated service that takes into account the provision made by MOPAC in the Pan-London service and the emerging needs around issues such as Female Genital Mutilation (FGM), Honour-based violence and Forced Marriage. A pilot therapeutic family project is currently underway and this may form an ongoing offer to address the domestic violence as part of the Government's renewed Troubled Families agenda, known in Harrow as the Together with Families Programme.

## **Volume Crime**

The Strategic Assessment has identified that for the period October 2014 to September 2015 compared with the previous 12 months, recorded crime in Harrow increased by 5.1% with the number of crimes for each 1,000 people rising from 49.5 to 50.3. For the MOPAC 7 crimes, there was a local reduction of 5.9% with 24.0 crimes for each 1,000 people – down from 25.5. These figures show that Harrow's crime rate is substantially below the London average. There were reductions in all of the MOPAC 7 categories except violence with injury and theft of motor vehicles.

More recently there has been a spike in residential burglaries with the share of all of London's burglaries occurring in Harrow increasing from a two year average of 2.94% to 4.21% in the last four months.

Ex-offenders are supported by the Community Rehabilitation Company to try to reduce re-offending and while the Integrated Offender Management Scheme works to help those at most risk of re-offending to stay out of trouble, more attention needs to be given to enabling this scheme to liaise effectively with programmes to help people into work, into accommodation and to address substance misuse

A lot of crime is related to addictions – mostly drugs and/or alcohol – and the Council has in the last year recommissioned services to help people address their misuse of these substances.

The Youth Offending Service has been restructured in the last year and new IT provided to help manage the complex processes around management of and support to young people at risk of offending and re-offending. The introduction of this IT has not been problem free but it promises, in the medium term, to make the operation of the team more effective. Locally, there has been a recent increase in the number of new entrants to the criminal justice system but the re-offending rate has declined as has the use of custody.

## **Hate Crime**

Hate crime happens because of hostility towards a person's race, disability, sexual orientation or gender identity, religion or faith. No one should have to tolerate incidents of hate crime.

Tackling hate crime matters because of the damage it causes to victims and their families, but also because of the negative impact it has on communities in relation to cohesion and integration. There is clear evidence to show that being targeted because of who you are has a greater impact on your wellbeing than being the victim of a 'non-targeted' crime. We also know that low level hate crimes can escalate quickly if not dealt with early, with victims often being targeted repeatedly. As a number of cases have shown, this escalation can have tragic consequences, if it is not challenged quickly. More widely, tackling hate crime effectively – and being seen to tackle it – can help foster strong and positive relations between different sections of the community and support community cohesion.

All the available research and testimonials from voluntary organisations suggest that hate crime is hugely under-reported. Some victims may be reluctant to come forward for fear of attracting further abuse, for cultural reasons, or because they don't believe the authorities will take them seriously. More isolated sections of the community are even more unlikely to report crimes. Under-reporting is a significant issue among the following groups:

- New migrant communities, including Asylum and Refugee communities
- Gypsy, Irish Traveller and Roma communities
- Transgender victims
- Disabled victims

Hate crime makes victims of whole communities with repercussions beyond those being targeted. Hate crime has a significant impact on the perception of crime and community cohesion and can lead to feelings of fear, stigmatisation and isolation among those who share characteristics with victims, even if they have not been victimised themselves.

Analysis of the hate crime data undertaken by MOPAC indicates that in the rolling year to December 15, the number of recorded offences in each category in Harrow is:

- Faith hate crime increased by 4 from 35 to 39
- Sexual Orientation hate crime increased by 7 from 15 to 22
- Racist and religious hate crime increased by 78 from 263 to 341
- There was no reported Transgender hate crime

Hate crime can be reported directly to the police. Additionally, the Council has commissioned Stop Hate UK, a national charity that works in this area to take reports of hate crime and to advise victims of the support available to them. Stop Hate UK provide anonymous and independent support and can be contacted on their 24 hour helpline, 0800 138 1625. Reports of hate crime can also be made online by visiting [www.stophateuk.org](http://www.stophateuk.org) or texting 077 1798 9025.

An action that is common to the Hate Crime and Domestic Violence categories is improving reporting rates so that not only are individual cases able to be addressed but the actual scale of the problems emerges. The most effective way of increasing reporting rates is for cases to be resolved quickly and effectively and for the outcomes to be publicised so that other victims see the value in reporting. Other approaches include developing better partnerships with schools generally as young people appear to be disproportionately at risk of being victims of Hate Crime.

## **Anti-Social Behaviour**

Anti-social behaviour can have a devastating effect on people's lives. Incidents of anti-social behaviour can range from something that is a mild annoyance to something that causes fear and insecurity. It could be a one-off event or something that happens over and over again. We define anti-social behaviour as "any conduct or activity that causes

harm to an individual, to a community or to their environment". This could be an action by someone else that leaves you feeling alarmed, harassed or distressed. It can include noisy or abusive neighbours, littering or graffiti. Some of this behaviour is criminal and therefore illegal whereas other forms of anti-social behaviour can be addressed through other means such as tenancy conditions or civil injunctions.

You do not have to put up with anti-social behaviour. If you cannot deal with it yourself and you need to report it, you can contact police or your local council. If you live in social housing, you can report it to your landlord. The Council and the Police work very closely together to sort out anti-social behaviour.

If you are suffering disproportionately because you are vulnerable, or because there is repeated anti-social behaviour occurring, we will treat you as a priority. Please tell the Council, Police or your landlord about your circumstances when you call. Your report will be assessed and, wherever appropriate, an officer will be sent to investigate.

## **Support**

### **Victims of crime**

A range of victim services have been developed across London, delivered both by statutory agencies and the Voluntary and Community Sector. The type of support offered varies from helplines and online forums to direct work with victims offering emotional and practical support. The length of contact victims have with services is determined according to their need.

At the time of writing, funding for Victim Services for 2016/17 and beyond has not been announced. This puts the continuation of services commissioned by MOPAC in some jeopardy although the Ministry of Justice said in January this year that a funding announcement will be made soon. The services at risk include information about the progress of court cases and, in some circumstances, about the management of offenders as well as victims being afforded the opportunity to make victim statements at various stages of proceedings and parole hearings. This also includes support for victims and witnesses throughout any criminal proceedings.

If you've been a victim of any crime or have been affected by a crime committed against someone you know, Victim Support can help you find the strength to deal with what you've been through as well providing some practical help. Locally, Victim Support can be contacted on 0845 450 3936.

### **Safer Neighbourhood Board**

In 2013, MOPAC reviewed their support for local Police engagement and accountability structures and decided to sponsor the creation of a Safer Neighbourhood Board for each Borough. In Harrow, a Board was established in April 2014 and has met quarterly throughout the year receiving data packs on crime levels and police performance and submitting bids for projects to address issues of concern.

## **Fire Service**

The Fire Service provide free home fire safety visits, particularly for vulnerable households, during which they will assess your home and offer advice on how to make it safer; where appropriate they will also fit a smoke alarm. The home fire safety visit is usually for people regarded as having a higher risk of fire in the home such as:

- Older people living alone
- People with mobility, vision or hearing impairments
- People accessing mental health service users
- Those liable to intoxication through alcohol and/or drug use

Visits shouldn't last more than a few minutes and could significantly help prevent fires.

The Fire Service also provides advice and information about issues such as hoarding which can increase the risk of fire and prevent quickly leaving a burning building, carbon monoxide poisoning, barbeques, bonfires and fireworks to help keep residents safe.

The Service also works hard to tackle the problem of arson. The number of deliberate fires is coming down, but more still needs to be done because these fires damage property, take firefighters away from training and fire safety work, and can lead to people being hurt or killed.

They tackle arson by working closely with other organisations like the Police, and also raise awareness of the problems of arson by using publicity and campaigns. Through youth engagement programmes, they talk to young people about the consequences of crimes like arson and hoax calls.

A range of people help tackle arson including:

- Fire investigation units, teams who attend fires after firefighters have put the fire out. Fire investigators work closely with police to find out how deliberate fires are started. Teams use specialist equipment and techniques, and can even call on fire investigation dogs, trained to sniff out accelerants such as petrol.
- An Arson Task Force, which brings together the Fire and Rescue Service, the police and government departments, to reduce arson-related deaths, injuries and fire damage.
- The juvenile firesetters intervention team (JFIS), which works with young people who have demonstrated firesetting behaviour.

## **Accountabilities for the key aspects of the Community Safety Strategy**

The main accountable body for the delivery of Harrow's Community Safety Strategy is Safer Harrow. However, within the strategy are clear areas of priority and for each of these there is an accountable body, and within that body a team or individual. The list

below sets out the main areas covered in this Strategy and the accountable organisation/teams/persons for their delivery.

Community Cohesion	Alex Dewsnap, Divisional Director Strategic Commissioning, Harrow Council
Countering terrorism	Police Counter Terrorism Team (SO15), Harrow Council Prevent Lead: Samia Malik, Service Manager, Community Cohesion
Child Sexual Exploitation	Harrow Safeguarding Children Board, chaired by Chris Hogan
Gangs	Response to the Gangs Peer Review being led by Alex Dewsnap, Divisional Director Strategic Commissioning, Harrow Council
Domestic Violence	Domestic Violence Strategic Board, chaired by Alex Dewsnap, Divisional Director Strategic Commissioning, Harrow Council
Volume Crime (MOPAC 7)	Harrow Police, led by Simon Ovens Borough Commander
Hate Crime	Hate Crime Reporting is through Stop Hate UK, commissioned by Harrow Council's Public Protection Team (see ASB below) and Prevent Lead (see Countering Terrorism above)
Anti-Social Behaviour	Richard LeBrun, Service Manager Public Protection, Harrow Council

# MOPAC Crimes in Harrow 2014 & 2015

All figures stated below were taken from the MET Police website that was available at the end of January 2016.

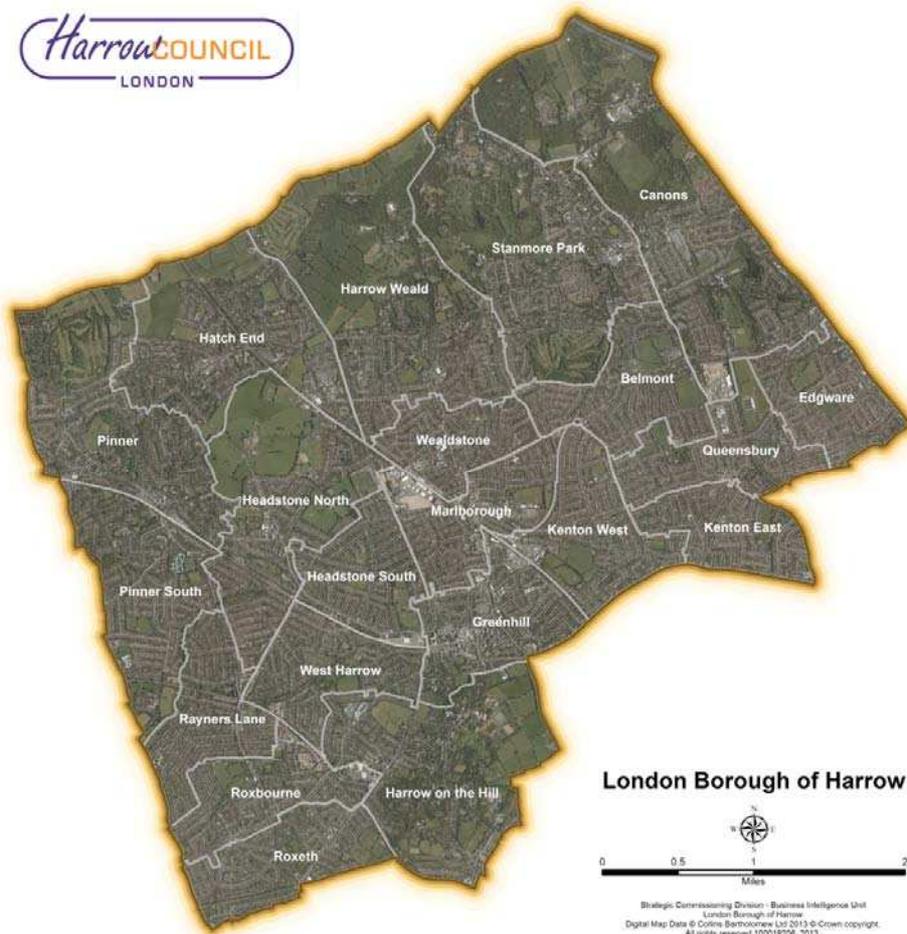


32

28

# Annual Crime Report 2014 & 2015

## A Summary of Crime in Harrow



Harrow Council, Station Road, Harrow, HA1 2XY  
Strategic Commissioning Division - Business Intelligence Unit



## Harrow Annual Crime Report 2014 & 2015

<b>Title:</b>	Safer Harrow Annual Crime Report
<b>Purpose:</b>	Planning for Community Safer Strategy
<b>Relevant to:</b>	Safer Harrow Management Group
<b>Authors:</b>	Harrow Council - Business Intelligence Unit
<b>Date Created:</b>	December 2015

### Acknowledgements

- Senior Leadership Team, Harrow Police
- Metropolitan Police – <http://maps.met.police.uk/tables.htm>
  - Data extract: December 2015



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### Purpose

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.

Crime rates were based on ONS Mid-year Population Estimates from June 2015:

- Harrow: 243,400 (2013) and 246,000 (2014)
- Greater London: 8,409,100 (2013) and 8,530,700 (2014)

Time periods:

1. October 2013 through September 2014
2. October 2014 through September 2015

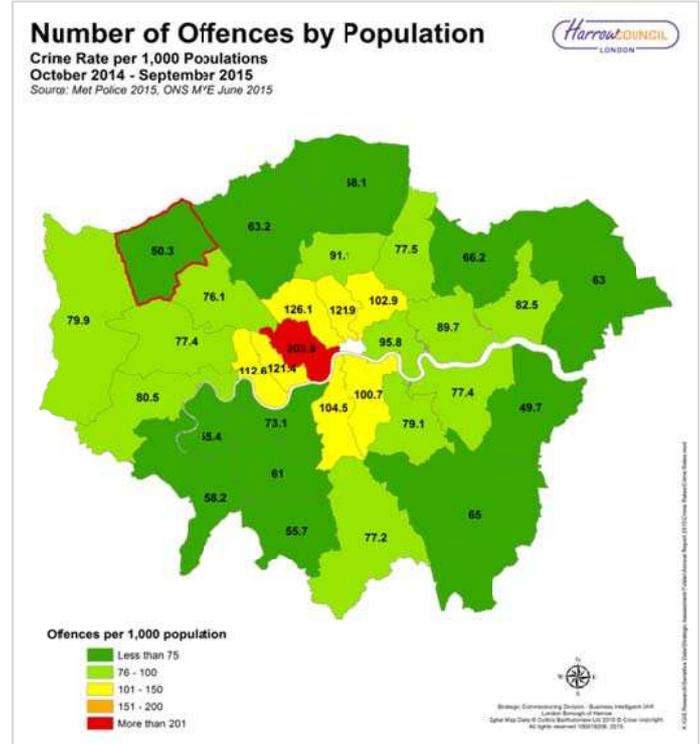
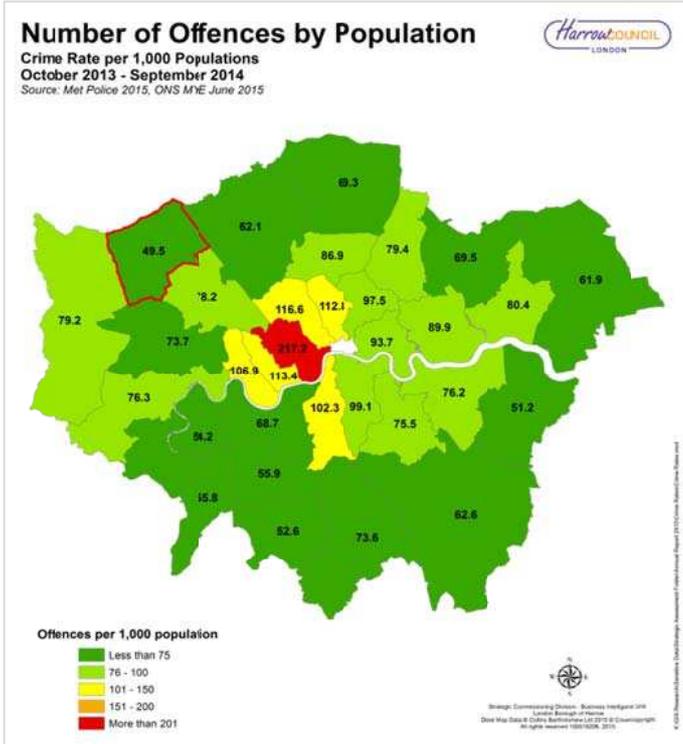
## Table of Contents

<b><i>Harrow Annual Crime Report 2014 &amp; 2015</i></b> .....	<b>2</b>
Acknowledgements.....	2
Copyright .....	2
Purpose .....	2
Table of Contents.....	3
<b><i>Level of total crime in Harrow &amp; Greater London</i></b> .....	<b>4</b>
<b><i>Change in the level of crime in Harrow &amp; Greater London</i></b> .....	<b>4</b>
<b><i>MOPAC 7 Crimes in Greater London</i></b> .....	<b>6</b>
MOPAC Crimes in Greater London.....	7
MOPAC Crimes in Harrow - Latest 24 months (October 2013 through September 2015) .....	8
Violence with Injury .....	9
Robbery.....	10
Burglary.....	11
Theft of a Motor Vehicle .....	12
Theft from a Motor Vehicle.....	13
Theft from a Person .....	14
Criminal Damage .....	15

## Level of total crime in Harrow & Greater London

The total of recorded offences during Period 2 (October 2014 - September 2015) for Greater London was 713,137. The total of recorded offences during Period 1 (October 2013 - September 2014) for Greater London was 686,565. This represents a 3.9% increase or 26,572 more crimes in period 2 over period 1.

In Harrow, a total of 12,367 crimes was recorded during Period 2, which was 1.73% of all crime reported in Greater London. This was the fifth lowest of actual crimes reported. When this total is divided by Harrow's population the resulting crime rate is 50.3 crimes per 1,000 population. This gives Harrow the second lowest crime rate in London..



**Greater London**  
**686,565**  
 Total Crimes – Period 1

**26,572**  
 More Crimes

**Greater London**  
**713,137**  
 Total Crimes – Period 2

**Greater London**  
**81.6**  
 Crimes per 1,000  
 populations

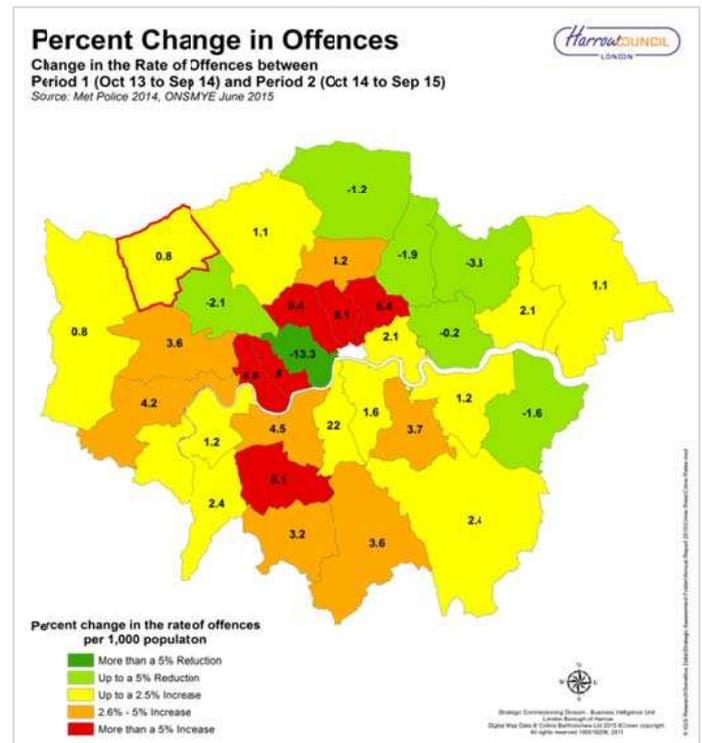
**2.5%**  
 More crimes per  
 1,000 Population

**Greater London**  
**83.6**  
 Crimes per 1,000  
 populations

## Change in the level of crime in Harrow & Greater London

The total number of all crimes in Harrow in Period 2 increased by 2.6% (12,053 to 12,367), compared to Period 1. This is lower than Greater London's 3.9% increase as a whole.

When comparing with Harrow's neighbouring boroughs; Brent has shown the greatest reduction in the crime rate between the two time periods, while Hillingdon showed a similar increase to Harrow. Barnet's increase was slightly higher than Harrow's while Ealing recorded the largest increase in the area.



Borough	Previous *	Current *	Change *
Barking and Dagenham	80.4	82.5	2.1
Barnet	62.1	63.2	1.1
Bexley	51.2	49.7	-1.6
Brent	78.2	76.1	-2.1
Bromley	62.6	65.0	2.4
Camden	116.6	126.1	9.4
Croydon	73.6	77.2	3.6
Ealing	73.7	77.4	3.6
Enfield	69.3	68.1	-1.2
Greenwich	76.2	77.4	1.2
Hackney	97.5	102.9	5.4
Hammersmith and Fulham	106.9	112.6	5.8
Haringey	86.9	91.1	4.2
<b>Harrow</b>	<b>49.5</b>	<b>50.3</b>	<b>0.8</b>
Havering	61.9	63.0	1.1
Hillingdon	79.2	79.9	0.8

Borough	Previous *	Current *	Change *
Hounslow	76.3	80.5	4.2
Islington	112.8	121.9	9.1
Kensington and Chelsea	113.4	121.4	8.0
Kingston upon Thames	55.8	58.2	2.4
Lambeth	102.3	104.5	2.2
Lewisham	75.5	79.1	3.7
Merton	55.9	61.0	5.1
Newham	89.9	89.7	-0.2
Redbridge	69.5	66.2	-3.3
Richmond upon Thames	54.2	55.4	1.2
Southwark	99.1	100.7	1.6
Sutton	52.6	55.7	3.2
Tower Hamlets	93.7	95.8	2.1
Waltham Forest	79.4	77.5	-1.9
Wandsworth	68.7	73.1	4.5
Westminster	217.2	203.9	-13.3

\* Previous - Crime rates based on offences from October 2013 through September 2014 with ONS Mid-Year Estimates from June 2015.  
 \* Current - Crime rates based on offences from October 2014 through September 2015 with ONS Mid-Year Estimates from June 2015.  
 \* Change - The percent change based on the two time periods.



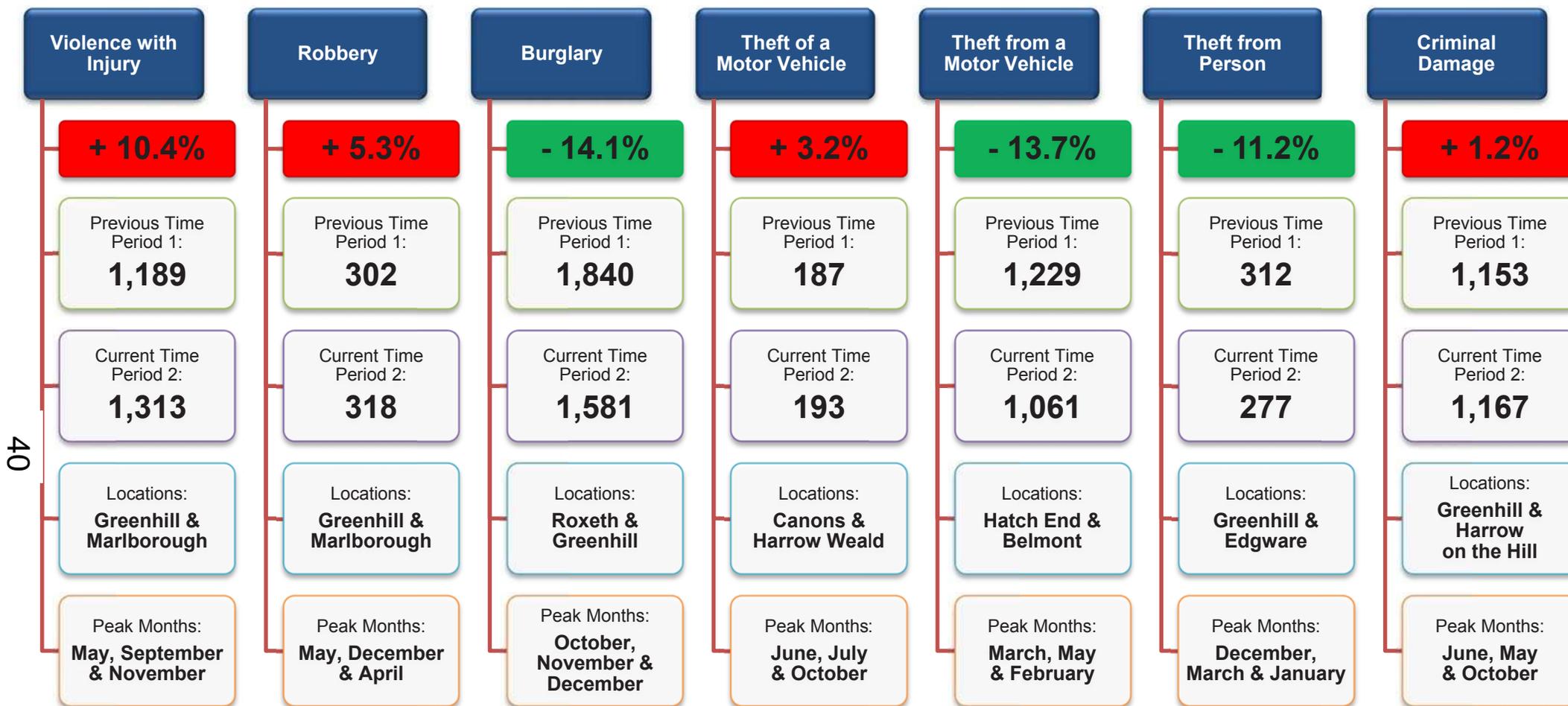
## MOPAC Crimes in Greater London

Below are the MOPAC Crime totals and rates per 1,000 populations from the latest 12 month period (October 2014 through September 2015 - Period 2).

Borough	Violence with Injury		Robbery		Burglary		Theft of a Motor Vehicle		Theft from a Motor Vehicle		Theft from Person		Criminal Damage		MOPAC Totals	
	Figures	Rate	Figures	Rate	Figures	Rate	Figures	Rate	Figures	Rate	Figures	Rate	Figures	Rate	Figures	Rate
Barking and Dagenham	2,075	10.5	539	2.7	1,701	8.6	707	3.6	950	4.8	299	1.5	1,730	8.7	8,001	40.3
Barnet	2,085	5.6	630	1.7	3,647	9.7	648	1.7	2,343	6.2	617	1.6	2,202	5.9	12,172	32.5
Bexley	1,288	5.4	179	0.7	1,122	4.7	548	2.3	920	3.8	128	0.5	1,549	6.5	5,734	23.9
Brent	2,751	8.6	781	2.4	2,645	8.2	738	2.3	1,451	4.5	660	2.1	2,151	6.7	11,177	34.8
Bromley	2,002	6.2	363	1.1	2,464	7.7	770	2.4	1,527	4.8	262	0.8	2,342	7.3	9,730	30.3
Camden	2,202	9.4	1,050	4.5	2,827	12.0	789	3.4	1,496	6.4	3,187	13.6	1,861	7.9	13,412	57.1
Croydon	3,336	8.9	746	2.0	2,919	7.8	903	2.4	2,013	5.4	494	1.3	3,098	8.2	13,509	35.9
Ealing	2,689	7.9	629	1.8	2,772	8.1	717	2.1	2,280	6.7	548	1.6	2,424	7.1	12,059	35.2
Enfield	2,338	7.2	858	2.6	2,812	8.7	632	1.9	2,070	6.4	444	1.4	2,123	6.5	11,277	34.7
Greenwich	2,453	9.1	471	1.8	1,933	7.2	629	2.3	1,267	4.7	474	1.8	2,197	8.2	9,424	35.1
Hackney	2,761	10.5	1,024	3.9	2,359	9.0	583	2.2	1,711	6.5	2,464	9.4	2,126	8.1	13,028	49.5
Hammersmith and Fulham	1,672	9.4	394	2.2	1,536	8.6	618	3.5	1,833	10.3	814	4.6	1,477	8.3	8,344	46.8
Haringey	2,649	9.9	1,183	4.4	2,641	9.9	788	2.9	1,807	6.8	1,147	4.3	2,133	8.0	12,348	46.2
<b>Harrow</b>	<b>1,313</b>	<b>5.3</b>	<b>318</b>	<b>1.3</b>	<b>1,581</b>	<b>6.4</b>	<b>193</b>	<b>0.8</b>	<b>1,061</b>	<b>4.3</b>	<b>277</b>	<b>1.1</b>	<b>1,167</b>	<b>4.7</b>	<b>5,910</b>	<b>24.0</b>
Havering	1,624	6.6	361	1.5	1,944	7.9	752	3.1	1,054	4.3	317	1.3	1,584	6.4	7,636	31.0
Hillingdon	2,352	8.0	340	1.2	2,469	8.4	552	1.9	1,950	6.7	392	1.3	2,290	7.8	10,345	35.3
Hounslow	2,170	8.2	399	1.5	1,799	6.8	482	1.8	1,991	7.5	443	1.7	2,122	8.0	9,406	35.4
Islington	2,203	10.0	997	4.5	2,310	10.5	809	3.7	1,299	5.9	3,653	16.5	2,016	9.1	13,287	60.1
Kingston and Chelsea	1,248	8.0	409	2.6	1,563	10.0	752	4.8	1,426	9.1	1,264	8.1	1,047	6.7	7,709	49.4
Kingston upon Thames	1,025	6.0	92	0.5	943	5.5	137	0.8	485	2.9	330	1.9	1,026	6.0	4,038	23.8
Kingston upon Thames	3,431	10.8	1,217	3.8	2,604	8.2	898	2.8	1,952	6.1	1,903	6.0	2,636	8.3	14,641	46.0
Lewisham	2,623	9.0	806	2.8	2,087	7.1	831	2.8	1,559	5.3	506	1.7	2,425	8.3	10,837	37.1
Merton	1,241	6.1	269	1.3	1,545	7.6	390	1.9	923	4.5	250	1.2	1,428	7.0	6,046	29.7
Newham	3,214	9.9	1,445	4.5	2,185	6.7	916	2.8	2,322	7.2	1,434	4.4	2,335	7.2	13,851	42.7
Redbridge	1,935	6.6	653	2.2	2,435	8.3	823	2.8	1,623	5.5	512	1.7	1,637	5.6	9,618	32.8
Richmond upon Thames	846	4.4	144	0.7	1,547	8.0	358	1.8	882	4.6	179	0.9	1,072	5.5	5,028	26.0
Southwark	2,990	9.9	1,266	4.2	2,913	9.6	880	2.9	1,602	5.3	1,434	4.7	2,524	8.3	13,609	45.0
Sutton	1,248	6.3	181	0.9	1,380	7.0	267	1.3	802	4.0	152	0.8	1,376	6.9	5,406	27.3
Tower Hamlets	2,822	9.9	1,130	4.0	2,342	8.2	978	3.4	1,527	5.4	1,359	4.8	2,425	8.5	12,583	44.3
Waltham Forest	2,352	8.8	692	2.6	2,198	8.2	713	2.7	1,596	6.0	547	2.0	1,817	6.8	9,915	37.0
Wandsworth	2,218	7.1	459	1.5	2,483	8.0	1,042	3.3	1,742	5.6	686	2.2	1,877	6.0	10,507	33.7
Westminster	3,189	13.7	1,501	6.4	3,244	13.9	852	3.7	2,001	8.6	6,060	26.0	2,016	8.6	18,863	80.9
<b>Greater London Totals:</b>	<b>70,345</b>	<b>8.2</b>	<b>21,526</b>	<b>2.5</b>	<b>70,950</b>	<b>8.3</b>	<b>21,695</b>	<b>2.5</b>	<b>49,465</b>	<b>5.8</b>	<b>33,236</b>	<b>3.9</b>	<b>62,233</b>	<b>7.3</b>	<b>329,450</b>	<b>38.6</b>

## MOPAC Crimes in Harrow - Latest 24 months (October 2013 through September 2015)

All figures stated below were taken from the MET Police website that was available at the end of November 2015.



## Violence with Injury

This includes a range of offences such as Murder, Wounding / GBH and Assault with Injury.

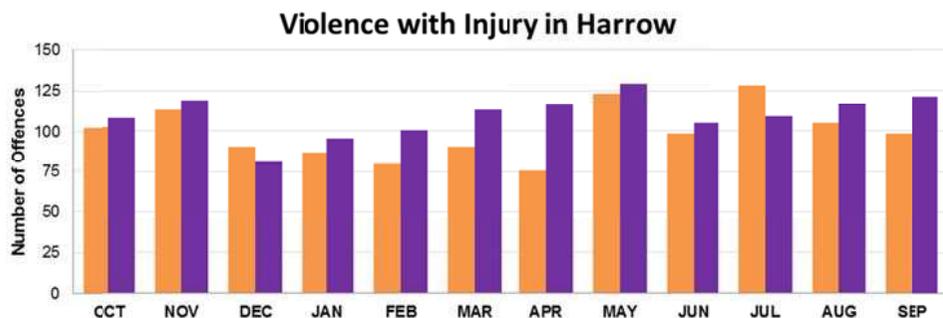


There was a total number of 1,313 offences during Period 2, which is up from the Period 1. This translates to a 10.4% increase or 124 additional offences in Period 2. The chart below also shows the number of offences in boroughs around Harrow and in Greater London.

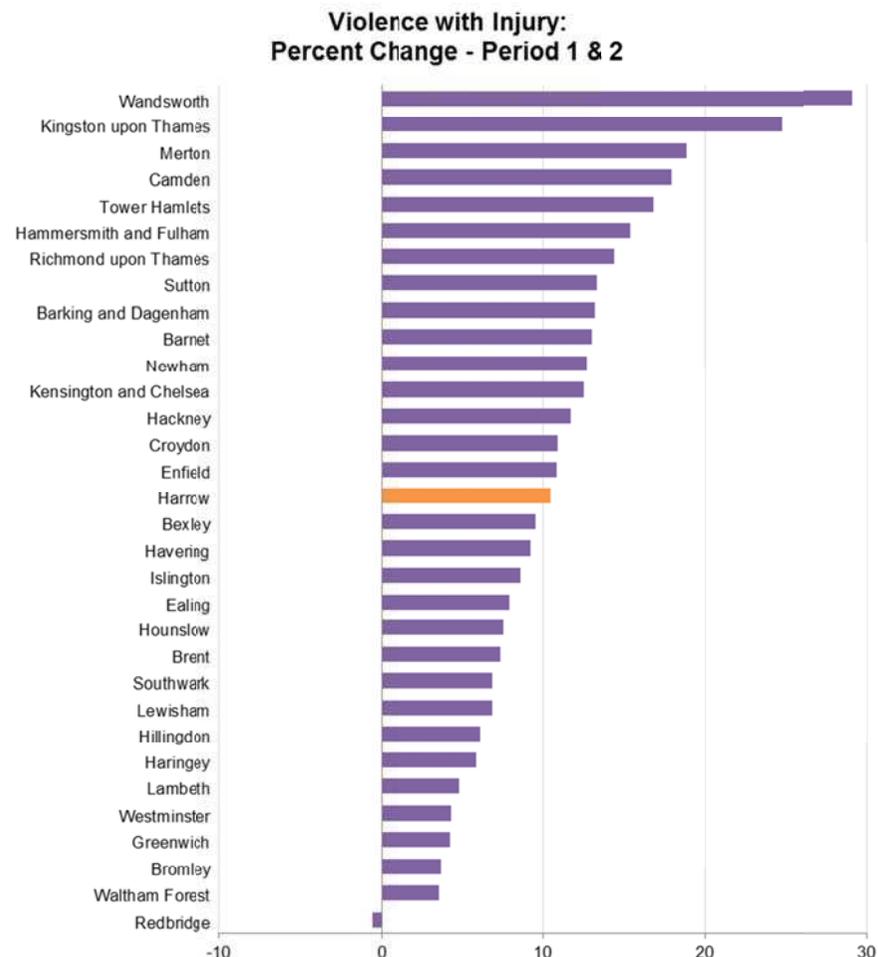
Violence with Injury	Period 1 - Previous		Period 2 - Current		Offences Change
	Offences	Rate	Offences	Rate	
<b>Harrow</b>	<b>1,189</b>	<b>4.9</b>	<b>1,313</b>	<b>5.3</b>	<b>+10.4</b>
Barnet	1,846	5.0	2,085	5.6	+12.9
Brent	2,562	8.1	2,751	8.6	+7.4
Ealing	2,491	7.3	2,689	7.9	+7.9
Hillingdon	2,216	7.7	2,352	8.0	+6.1
<b>Greater London</b>	<b>64,135</b>	<b>7.6</b>	<b>70,345</b>	<b>8.2</b>	<b>+9.7</b>

41

The chart below shows the number of offences recorded in Harrow during each month for Period 1 in orange and Period 2 in purple.



The following chart shows the change in crime from Period 1 in each London Borough. Harrow has an average increase in Violence with Injury within Greater London.



## Robbery

This includes crimes such as theft with the use of force or a threat of force. Personal robberies, commercial robberies and snatch are also included.

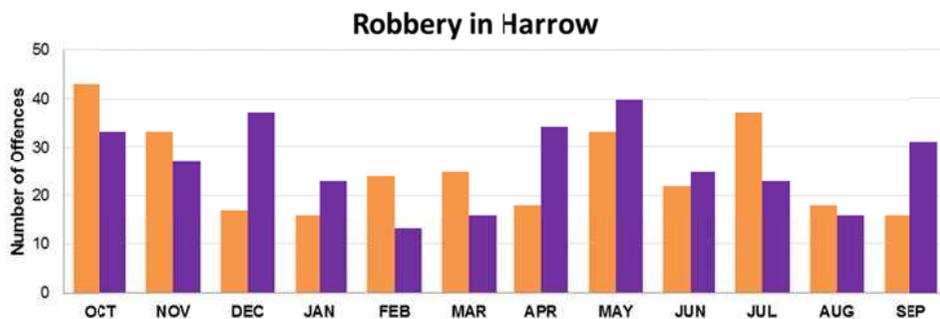


There was a total of 318 offences during Period 2, which is an increase from Period 1. This translates to a 5.3% increase or 16 additional offences in Period 2. The chart below also shows the number of offences in neighbouring boroughs and in Greater London.

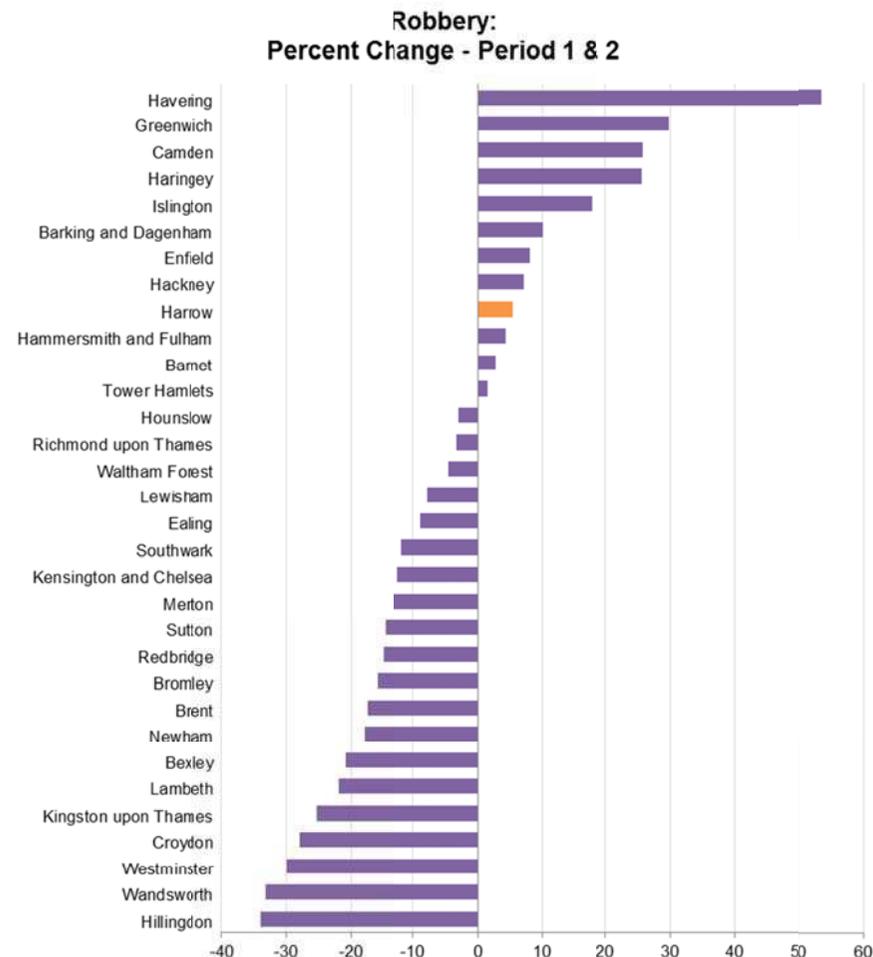
Robbery	Period 1 - Previous		Period 2 - Current		Offences Change
	Offences	Rate	Offences	Rate	
<b>Harrow</b>	<b>302</b>	<b>1.2</b>	<b>318</b>	<b>1.3</b>	<b>+5.3</b>
Barnet	613	1.7	630	1.7	+2.8
Brent	945	3.0	781	2.4	-17.4
Ealing	690	2.0	629	1.8	-8.8
Hillingdon	515	1.8	340	1.2	-34.0
<b>Greater London</b>	<b>23,330</b>	<b>2.8</b>	<b>21,526</b>	<b>2.5</b>	<b>-7.7</b>

42

The chart below shows the number of offences recorded in Harrow during each month for Period 1 in orange and Period 2 in purple.



The following chart shows the change in crime from Period 1 and Period 2 by each London Borough. Harrow has recorded an increase but it was to the lower end of the boroughs with any increase within Greater London. More than half of boroughs saw a decrease in robbery between Periods 1 and 2



## Burglary

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

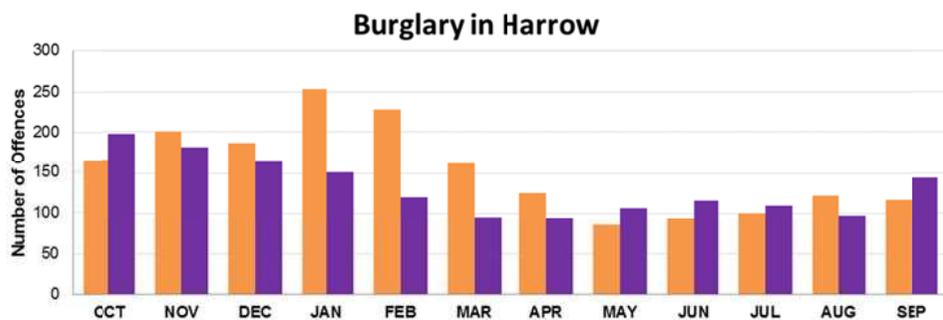


There was a total of 1,581 offences during Period 2, which is down from Period 1. This translates to a 14.1% decrease or 259 fewer offences in Period 2. The chart below also shows the number of offences in boroughs around Harrow and in Greater London.

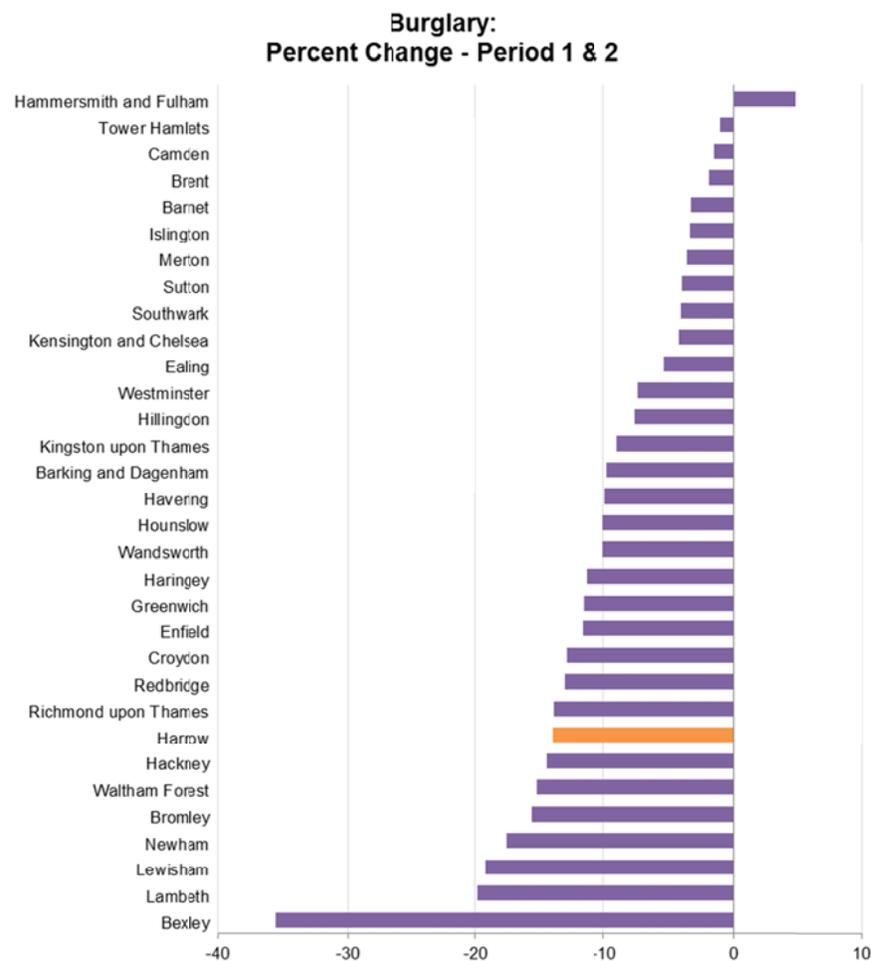
Burglary	Period 1 - Previous		Period 2 - Current		Offences Change
	Offences	Rate	Offences	Rate	
<b>Harrow</b>	<b>1,840</b>	<b>7.6</b>	<b>1,581</b>	<b>6.4</b>	<b>-14.1</b>
Barnet	3,772	10.2	3,647	9.7	-3.3
Brent	2,697	8.5	2,645	8.2	-1.9
Ealing	2,929	8.6	2,772	8.1	-5.4
Hillingdon	2,672	9.3	2,469	8.4	-7.6
<b>Greater London</b>	<b>78,874</b>	<b>9.4</b>	<b>70,950</b>	<b>8.3</b>	<b>-10.0</b>

43

The chart below shows the number of offences recorded in Harrow during each month for Period 1 in orange and Period 2 in purple.



The following chart shows the change in crime from Period 1 and Period 2 by each London Borough. Harrow has shown an impressive reduction in burglary within Greater London.



## Theft of a Motor Vehicle

This includes the theft / taking of a motor vehicle or a similar type of motor vehicle.

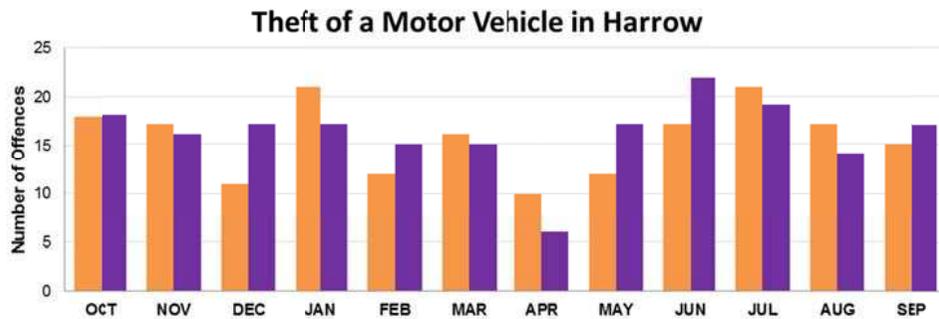


There was a total of 193 offences during Period 2, which is up from the previous Period. This translates to a 3.2% increase or 6 additional offences in Period 2. The chart below also shows the number of offences in boroughs around Harrow and in Greater London.

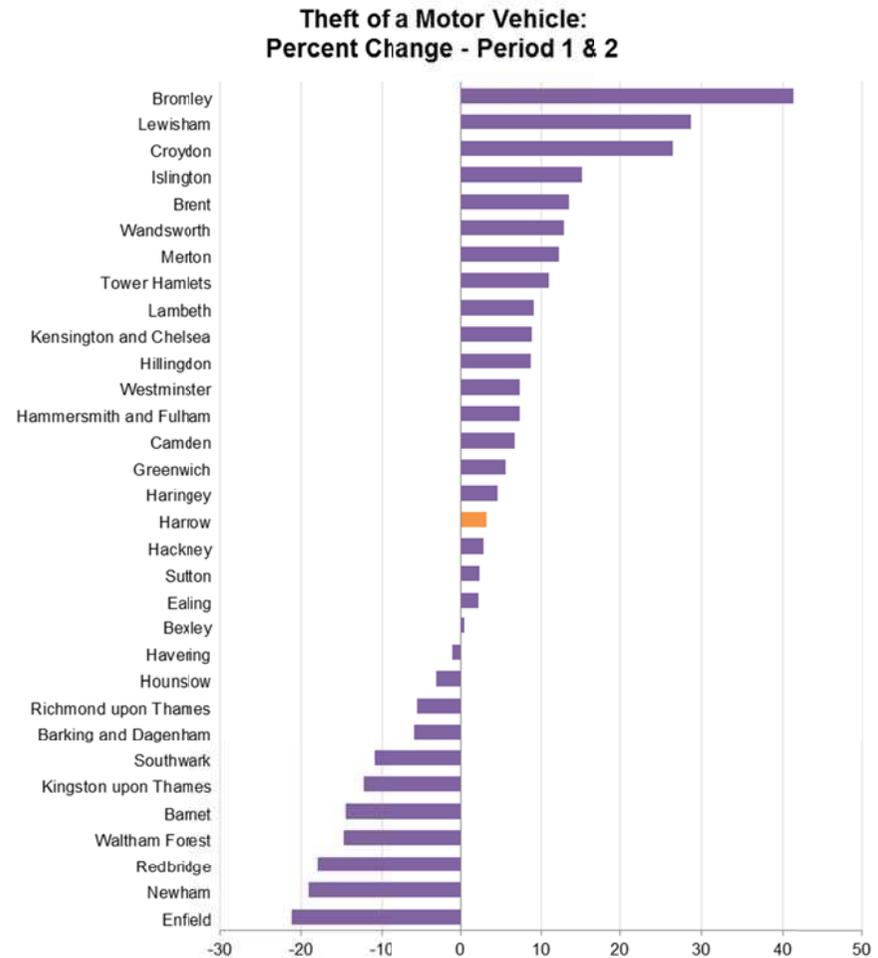
Theft of a Motor Vehicle	Period 1 - Previous		Period 2 - Current		Offences Change
	Offences	Rate	Offences	Rate	
<b>Harrow</b>	<b>187</b>	<b>0.8</b>	<b>193</b>	<b>0.8</b>	<b>+3.2</b>
Barnet	758	2.1	648	1.7	-14.5
Brent	651	2.1	738	2.3	+13.4
Ealing	701	2.0	717	2.1	+2.3
Hillingdon	508	1.8	552	1.9	+8.7
<b>Greater London</b>	<b>21,216</b>	<b>2.5</b>	<b>21,695</b>	<b>2.5</b>	<b>+2.3</b>

44

The chart below shows the number of offences recorded in Harrow during each month for Period 1 in orange and Period 2 in purple.



The following chart shows the change in crime from Period 1 and Period 2 by each London Borough. Harrow has shown a small increase in a theft of a motor vehicle within Greater London.



## Theft from a Motor Vehicle

This includes theft of an item or object from a Motor Vehicle.

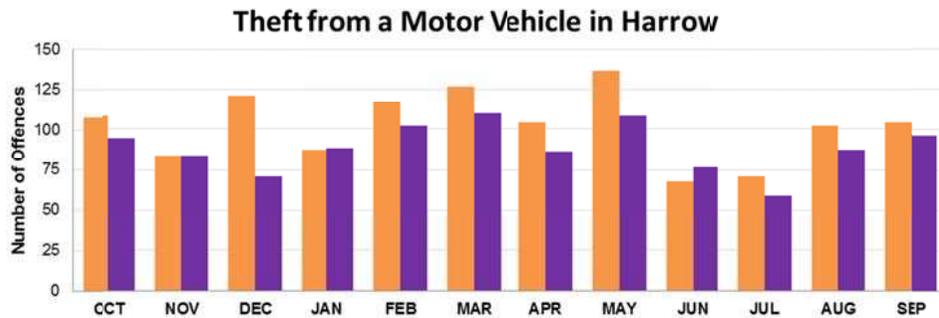


There was a total of 1,061 offences during Period 2, which is down from the Period 1. This translates to a 13.7% decrease or 168 fewer offences in Period 2. The chart below also shows the number of offences in boroughs around Harrow and in Greater London.

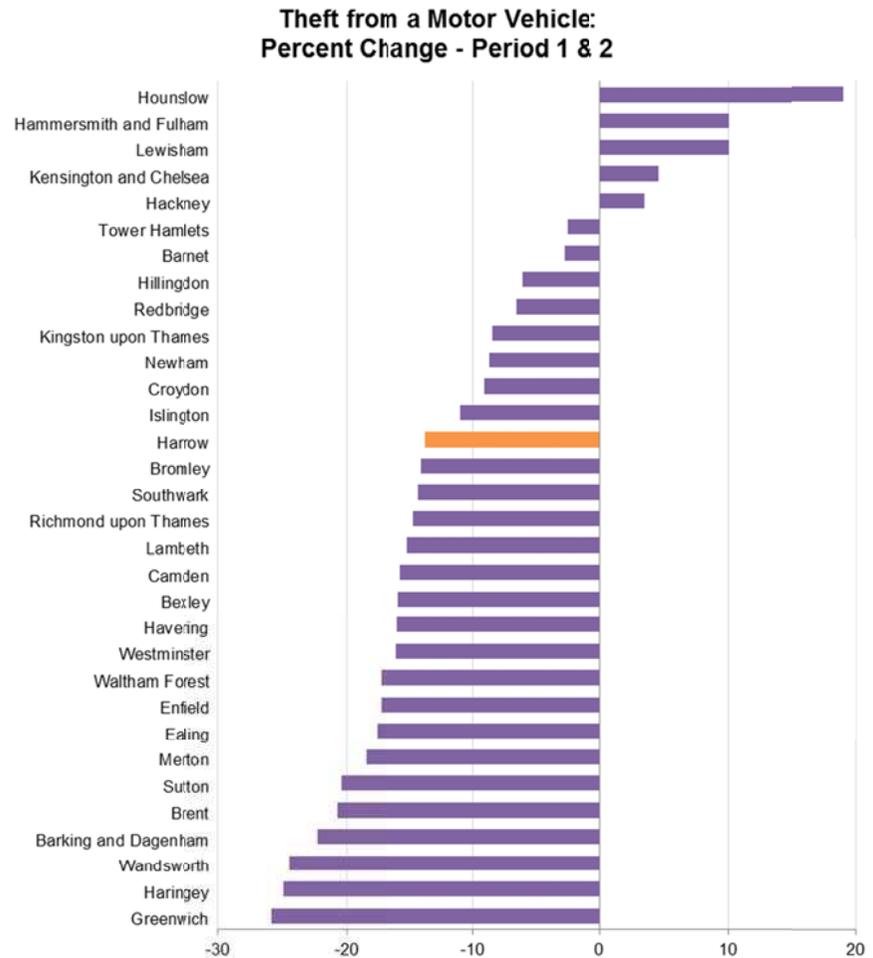
Theft from a Motor Vehicle	Period 1 - Previous		Period 2 - Current		Offences Change
	Offences	Rate	Offences	Rate	
<b>Harrow</b>	<b>1,229</b>	<b>5.0</b>	<b>1,061</b>	<b>4.3</b>	<b>-13.7</b>
Barnet	2,413	6.5	2,343	6.2	-2.9
Brent	1,829	5.8	1,451	4.5	-20.7
Ealing	2,766	8.1	2,280	6.7	-17.6
Hillingdon	2,078	7.2	1,950	6.7	-6.2
<b>Greater London</b>	<b>55,831</b>	<b>6.6</b>	<b>49,465</b>	<b>5.8</b>	<b>-11.4</b>

45

The chart below shows the number of offences recorded in Harrow during each month for Period 1 in orange and Period 2 in purple.



The following chart shows the change in crime from Period 1 and Period 2 by each London Borough. Harrow has shown a good reduction in theft from a motor vehicle within Greater London.



## Theft from a Person

This includes theft from a person, pickpocket and other theft.

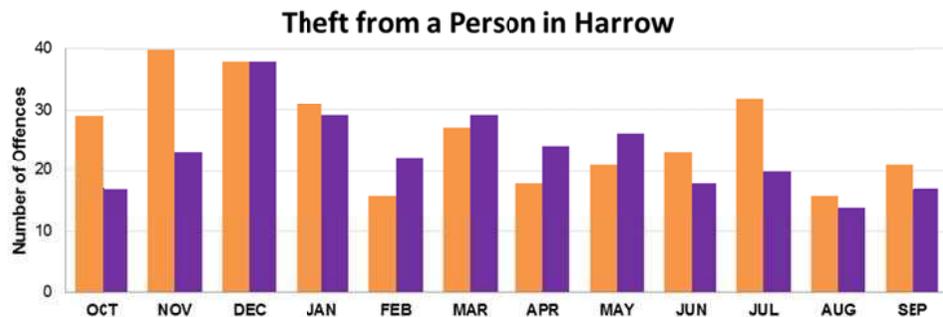


There was a total of 277 offences during Period 2, which is down from Period 1. This translates to a 11.2% decrease or 35 fewer offences in Period 2. The chart below also shows the number of offences in boroughs around Harrow and in Greater London.

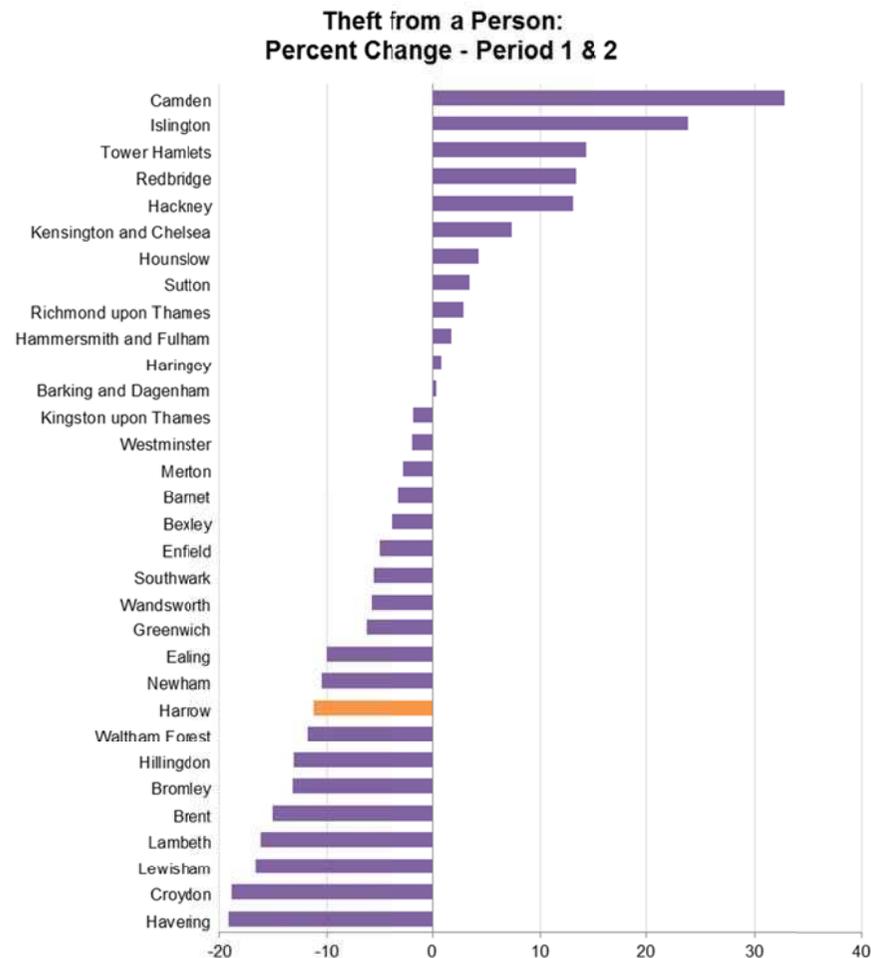
Theft from a Person	Period 1 - Previous		Period 2 - Current		Offences Change
	Offences	Rate	Offences	Rate	
<b>Harrow</b>	<b>312</b>	<b>1.3</b>	<b>277</b>	<b>1.1</b>	<b>-11.2</b>
Barnet	637	1.7	617	1.6	-3.1
Brent	777	2.4	660	2.1	-15.1
Ealing	609	1.8	548	1.6	-10.0
Hillingdon	451	1.6	392	1.3	-13.1
<b>Greater London</b>	<b>32,647</b>	<b>3.9</b>	<b>33,236</b>	<b>3.9</b>	<b>+1.8</b>

46

The chart below shows the number of offences recorded in Harrow during each month for Period 1 in orange and Period 2 in purple.



The following chart shows the change in crime from Period 1 and Period 2 by each London Borough. Harrow has shown some of the lowest decreases of theft from a person within Greater London.



## Criminal Damage

This includes offences such as damage to a dwelling, damage to other buildings, damage to a motor vehicle and other criminal damage offences.

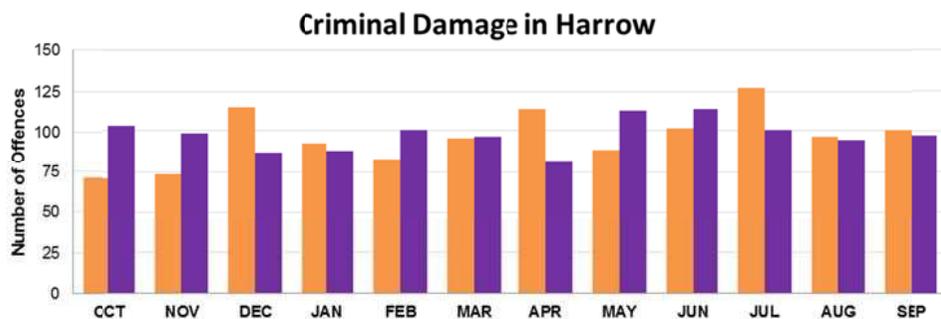


There was a total of 1,167 offences during Period 2, which is up from Period 1. This translates to a 1.2% increase or 14 additional offences in Period 2. The chart below also shows the number of offences in boroughs around Harrow and in Greater London.

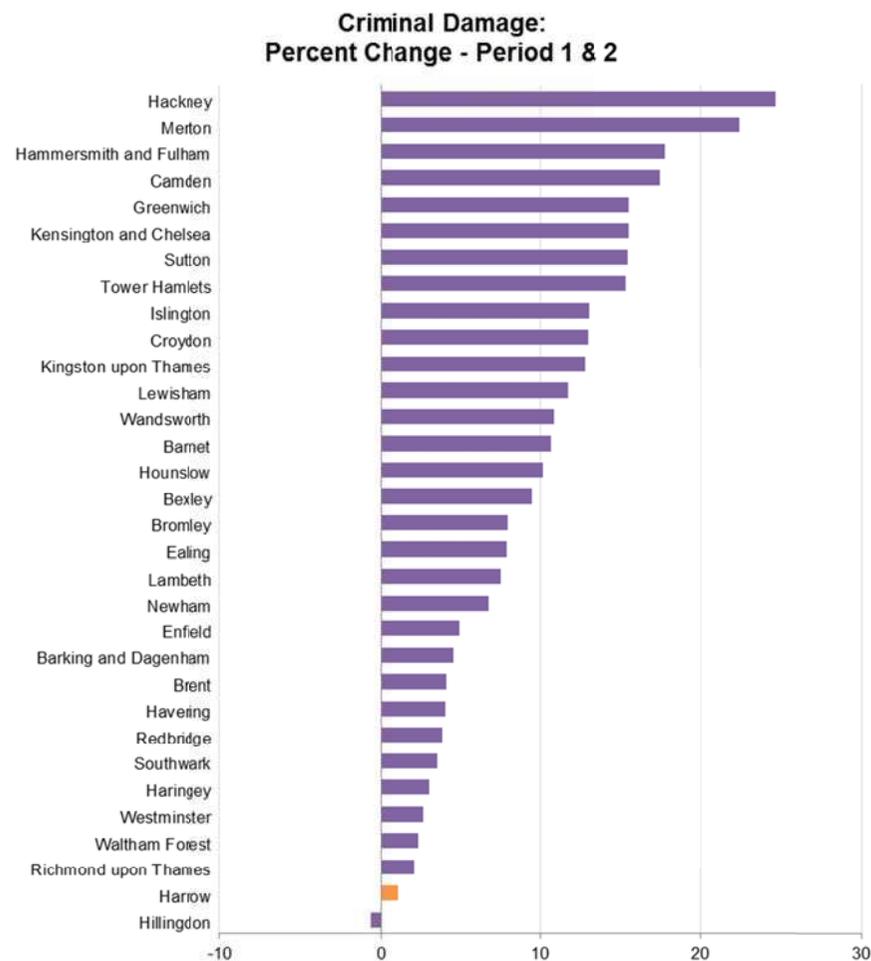
Criminal Damage	Period 1 - Previous		Period 2 - Current		Offences Change
	Offences	Rate	Offences	Rate	
<b>Harrow</b>	<b>1,153</b>	<b>4.7</b>	<b>1,167</b>	<b>4.7</b>	<b>+1.2</b>
Barnet	1,991	5.4	2,202	5.9	+10.6
Brent	2,064	6.5	2,151	6.7	+4.2
Ealing	2,247	6.6	2,424	7.1	+7.9
Hillingdon	2,305	8.0	2,290	7.8	-0.7
<b>Greater London</b>	<b>57,081</b>	<b>6.8</b>	<b>62,233</b>	<b>7.3</b>	<b>+9.0</b>

47

The chart below shows the number of offences recorded in Harrow during each month for Period 1 in orange and Period 2 in purple.



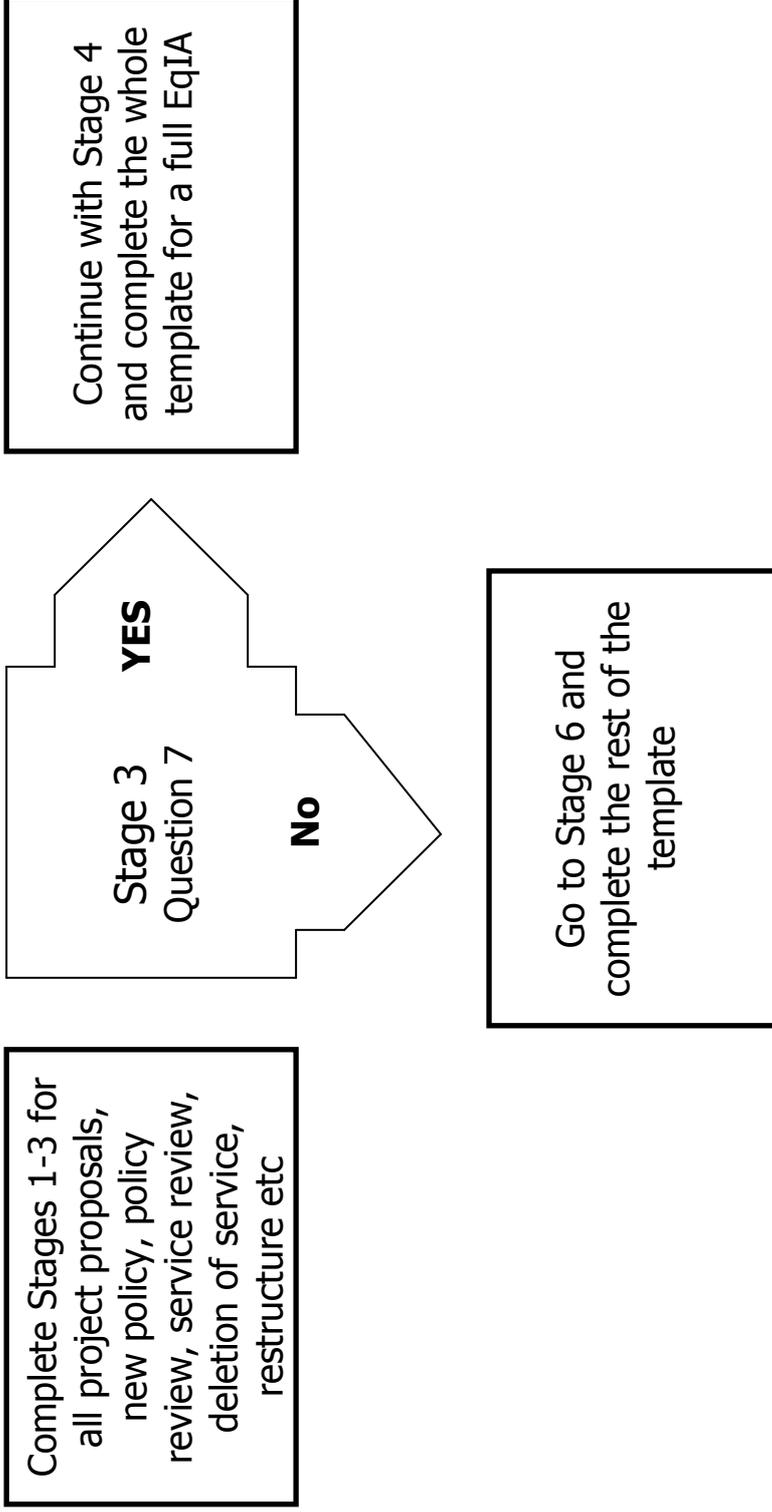
The following chart shows the change in crime from Period 1 and Period 2 by each London Borough. Harrow has shown the lowest increase in criminal damage within Greater London.



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# Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



## Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	✓
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other		Other	
Title of Project:	The Community Safety Strategy for 2016-2019		
Directorate/Service responsible:	Resources to co-ordinate; all to deliver		
Name and job title of lead officer:	Mike Howes, Senior Policy Officer		
Name & contact details of the other persons involved in the assessment:			
Date of assessment:	March 2016		
Stage 1: Overview			
<p><b>1. What are you trying to do?</b>                      (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>		<p>To set priorities for community safety activity over the years 2016-2019 so that the Council, the Police, the Health Service, voluntary and community organisations and others share a common direction of travel in relation to community safety.</p> <p>The major priorities are Terrorism and Radicalisation, Child Sexual Exploitation, Gangs and Domestic and Sexual Violence. These are seen as potentially community changing crimes and represent the biggest risks to the community. The previous strategies have focused on "MOPAC 7" crimes; Burglary; Violence with Injury; Vandalism; Theft from the Person; Robbery; Theft of a Vehicle and Theft from a Vehicle; as well as Anti-social behaviour; Domestic Violence and reducing re-offending. These crimes were identified by the Mayor as having the greatest</p>	

impact on the public while ASB causes the greatest local concern, and domestic violence makes up a higher proportion of crime in Harrow than in any other London Borough. Reducing re-offending should help achieve these other crime reduction priorities. While these crimes are important, their collective impact is not as great as, for example, a terrorist incident. MOPAC 7 crimes in Harrow have also reduced by 23.5% over the last five years, a significantly larger reduction than for London as a whole and Harrow is now one of the safest Boroughs in London as measured by MOPAC 7 crimes per thousand population.

Residents/Service Users	✓	Partners	✓	Stakeholders	✓
Staff	✓	Age	✓	Disability	✓
Gender Reassignment	✓	Marriage and Civil Partnership		Pregnancy and Maternity	
Race	✓	Religion or Belief	✓	Sex	✓
Sexual Orientation	✓	Other			

**2.** Who are the main people/Protected Characteristics that may be affected by your proposals? (✓ all that apply)

51

**3.** Is the responsibility shared with another directorate, authority or organisation? If so:

- Who are the partners?
- Who has the overall responsibility?
- How have they been involved in the assessment?

All Council Directorates, the Police, The Probation Service, the Fire Service, Harrow Magistrates, the Health Service and the Voluntary and Community Sector.

Safer Harrow has considered the Annual Crime Report which analyses crime and ASB trends and drew up the priorities contained within the Community Safety Strategy. Had any adverse impacts been identified in this report, they would have been reported to Safer Harrow to consider changing the Strategy.

**Stage 2: Evidence / Data Collation**

**4.** What evidence/data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.

**(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action**

**Plan at Stage 7)**

Age (including carers of young/older people)	<p>Of the crime types where the age of the victim and the suspect might be relevant, Robbery and Violence with Injury have similar profiles with both victims and suspects being predominantly young. For example, for Violence with Injury and Robbery, more than half of victims were younger than 34 while less than a fifth of victims were aged 45 or more.</p> <p>The majority of suspects for both Robbery and Violence with injury were under 35</p>
Disability (including carers of disabled people)	No data on crime affecting this protected characteristic
Gender Reassignment	No data on crime affecting this protected characteristic
Marriage/Civil Partnership	No data on crime affecting this protected characteristic
Pregnancy and Maternity	No data on crime affecting this protected characteristic
52 Race	<p>Of the crime types where the ethnicity of the victim and of the suspect might be relevant, there is no clear pattern.</p> <p>Reported Racist and Religious Hate Crime, which are recorded together showed a 35% increase in the year to November 2015 increasing from 244 to 329. There is thought to be significant under reporting in this crime area.</p>
Religion and Belief	Faith Hate crime increased from 30 to 41 offences in the year to November 2015. There is thought to be significant under reporting in this crime area.
Sex/Gender	Victims of Robbery and Violence with Injury were predominantly were male. 91% of victims of reported Domestic Abuse were female.
Sexual Orientation	There were 20 reported homophobic offences in the year to November 2015, an increase of 6. There is thought to be significant under reporting in this crime area.
Socio Economic	No data on the variable impact of crime on people in different socio-economic is available.
<b>5. What consultation have you undertaken on your proposals?</b>	

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).						
Safer Harrow	Debate at meetings of Safer Harrow	There needs to be more attention paid to encouraging victims of Racist, Faith Hate and Homophobic crimes, as well as of Domestic Violence to report offences.	The proposals have been modified to reflect the advice and expertise of Safer Harrow members						
<b>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</b> List the Title of reports / documents and websites here.		Harrow is now one of the safest Borough in London as measured by MOPAC 7 crimes per thousand population.							
<b>Stage 3: Assessing Potential Disproportionate Impact</b>									
<b>7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?</b>									
	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	X	X	X	X	X	X	X	X	X

**YES** - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

**NO** - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

**Stage 4: Collating Additional data / Evidence**

8. What additional data/evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

include this evidence, including any data, statistics, titles of documents and website links here)

54

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

### Stage 5: Assessing Impact and Analysis

**10.** What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)				
55 Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity										
Race										
Religion or Belief										
Sex										
Sexual orientation										
56										
<p><b>11. Cumulative Impact</b> – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p>										
<p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>										
<p><b>11a. Any Other Impact</b> – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p>										
<p>If yes, what is the potential impact and how likely is to happen?</p>										
					Yes			No		
					Yes			No		

**12.** Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No									

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**  
If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

57

### Stage 6: Decision

**13.** Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)

<b>Outcome 1</b> – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.	
<b>Outcome 2</b> – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	
<b>Outcome 3</b> – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3 or you have ticked 'yes' in Q12</b> , explain your justification with full reasoning to continue with your proposals.	
	✓

### Stage 7: Improvement Action Plan

**14.** List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan

58

### Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

<p><b>15.</b> How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? (<i>Also Include in Improvement Action Plan at Stage 7</i>)</p>	<p>The Crime Report is produced annually and the Community Safety Strategy updated to reflect changing circumstances. Therefore, a change in the crime pattern affecting one or more protected characteristic will be highlighted early in the new financial year.</p>
<p><b>16.</b> How will the results of any monitoring be analysed, reported and publicised? (<i>Also Include in Improvement Action Plan at Stage 7</i>)</p>	<p>Regular crime monitoring at Safer Harrow will enable the impact of the actions proposed in the Community Safety Strategy to be assessed and changes made to the</p>

17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No	
<b>Stage 9: Public Sector Equality Duty</b>		
18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.  (Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010		Reducing crime increases community confidence and cohesion, enabling people from different backgrounds more easily to trust each other
The Strategy includes a recognition of the importance of Community Cohesion in setting a climate in which crime is regarded as unacceptable. Community Cohesion is enhanced by more comprehensive reporting of crimes and especially Hate Crime and its prompt and robust investigation.		
<b>Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)</b>		
<b>The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.</b>		
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?		
Signed: (Lead officer completing EqIA)	Mike Howes	Signed: (Chair of DETG) Alex Dewsnap
Date:		Date: 31/03/16

Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	
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## **LONDON BOROUGH OF HARROW**

**CABINET – 24 MAY 2016**

**REFERENCE FROM OVERVIEW AND SCRUTINY COMMITTEE – 19 APRIL 2016**

### **COMMUNITY SAFETY STRATEGY**

The Portfolio Holder for Environment, Crime & Community Safety introduced a report which summarised the Community Safety Strategy 2016-19 including current trends, emerging priorities and the implications of the Strategy. He made the following points

- it was a live document which would go back to Safer Harrow;
- there was a greater focus on high impact and high profile events around the world;
- although there were concerns at the reduction in police numbers and its effects had been recognised, Harrow was one of the safest London Boroughs. Harrow police also assisted at the more high profile events in Central London;
- concerns had been expressed regarding the increase in violence with injury involving persons who knew each other;
- co-ordination had been improved with the sharing of data and information working successfully.

The following questions were made by Members and responded to accordingly:

- statistical comparison was difficult due to the recording of figures for recorded crime for the London context being the year to January 2016 whilst those for the Local context were for October to September. This should be raised with the Police as the information was used to compare Harrow with the rest of the country. Attendance by a Police representative at the Committee would have been helpful.
- The difficulty in making comparisons with such data was noted. The figures were provided centrally by the Police Information Unit. Consideration would be given to the subtraction of data in order to report on a common period although as it was received in pdf format there was a capacity issue. The Borough Commander had access to more recent data than the officers.

- the fact that Safer Harrow was assisted in its work by the efforts of other strategic partnerships that had their own agendas and action plans suggested a lack of coordination.

The Divisional Director, Strategic Commissioning undertook to take the issue to the partnership Chairs in his capacity as the co-ordinator of the Community Strategy.

- Concerns regarding IT systems in the Youth Offending Service had been expressed for some time. Whilst it was reported that the introduction of the new IT for the service had not been problem free and that in the medium term it would make the operation of the team more effective, information was sought on the short term effects. The Committee requested the submission of a report to Members of the Committee outlining the problems and the expected date of resolution.

Difficulty had been experienced in rolling out the new system which had gone live in September. Teething problems had been reported to the supplier and progress was being made. There had been some infrastructure issues during the move onto Citrix resulting in the system not working some years ago, but this was the old system rather than the new system. The officers undertook to report back on the matter as requested.

- Additional information was sought on the increase in violence with injury of 10.4%. How was it measured that this was due to an increase in reporting and not an increase in crime? A request was made to track reports of domestic violence over the previous 5 years in order to see if there was a trend and, if so, more evidence was requested as to why reporting had increased.

There were a number of aspects such as crime on the street and although it was not possible to substantiate, it was considered that the main reason for the increase was the national trend in the increase in domestic violence reporting.

The Portfolio Holder reported that it inferred increased signposting such as in hospital and by the police. In addition there had been reclassification in the way data was reported to include children and blood as violence and injury.

- What percentage of the 23% increase in domestic and sexual violence reporting was violence with injury as the latter had increased by 10.4%?

The officer undertook to provide a breakdown of the information.

- What was the source of the five key attributes for cohesive communities

This reflected national formats.

- With regard to community cohesion, the report recognised the importance in identification of changing issues, and responding quickly and effectively when there were tensions to be addressed. However, in the absence of information on which areas of the Council were responsible for which activities, it was difficult to monitor how issues were addressed and who was responsible.

The Safer Harrow representatives together with Lead partners in Harrow co-ordinated activities. The Divisional Director, Strategic Commissioning, had responsibility for community cohesion matters but did not have management of front line services. The Portfolio Holder stated that a page in the report identifying who was responsible for the different activities would be useful.

- Although the attributes for community cohesion that could be influenced by other social programmes and outcomes were listed, there were no figures to supplement the indicators. As the action plan was developed could it be reported to the Committee together with data, measures and baseline.

The action plan would be submitted to the Committee as it developed. Work was taking place with the community to develop trust and work together. It was noted that the Action Plan referenced was the Prevent Action Plan and not the Community Cohesion Action Plan.

- What does 'political trust' mean

The officer undertook to check the source and come back

- What were the reasons for the reduction in burglary, did it result from specific initiatives?.

The arrest of prolific burglars affected the figures.

- It would be of interest for the Borough Commander to make a presentation on his aspirations for Harrow to be a safer borough and what the steps would be.

The comments of the Committee would be submitted to the Safer Harrow Group.

### **Resolved:**

That the comments of the Committee on the draft Community Safety Strategy be noted and referred to Cabinet.

### FOR CONSIDERATION

#### Background documents

None

Contact Officer:

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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	24 May 2016
<b>Subject:</b>	Regeneration Programme 2016-2020
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Paul Nichols, Divisional Director of Regeneration and Planning
<b>Portfolio Holder:</b>	Councillor Keith Ferry Deputy Leader of the Council, Business and Portfolio Holder for Business, Planning and Regeneration Councillor Sachin Shah, Portfolio Holder for Finance and Major Contracts
<b>Exempt:</b>	No, except for appendices 1 and 2 which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended) in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information)
<b>Decision subject to Call-in:</b>	Yes, except where the decision is reserved to Council
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix 1: Breakdown of regeneration budgets (Part II – Exempt) Appendix 2: Site Assembly (Part II – Exempt)

## Section 1 – Summary and Recommendations

This report sets out a multi-year capital budget for the Harrow regeneration programme. It also requests authority for programme level procurement, appropriation of sites for planning purposes and site assembly.

### **Recommendations:**

Cabinet is requested to:

- Approve expenditure against the 2016/17 regeneration capital budget of £16.655m approved by Council in February 2016 in line with the breakdown set out in Appendix 1.
- Approve the capital budgets for the regeneration programme in years 2017/18, 2018/19 and 2019/20 as set out in summary below and broken down in Appendix 1 in detail; and to recommend to full Council that the additional capital budgets for 2017/18, 2018/19 and 2019/20 be approved and added to the Capital Programme.
- Delegate the decision to enter into agreements for the provision of quantity surveying services, contractual advice and administration services and clerk of works services at a combined value of no more than £6m to the Chief Executive following consultation with the Portfolio Holder for Business, Planning and Regeneration, the Portfolio Holder for Community, Culture and Resident Engagement and the Portfolio Holder for Finance and Major Contracts.
- Delegate the decision to purchase land as set out in Appendix 2 to the Chief Executive following consultation with the Portfolio Holder for Business, Planning and Regeneration, the Portfolio Holder for Community, Culture and Resident Engagement and the Portfolio Holder for Finance and Major Contracts.
- Delegate the decision to appropriate the sites in the regeneration programme for planning purposes to the Chief Executive following consultation with the Portfolio Holder for Business, Planning and Regeneration, the Portfolio Holder for Community, Culture and Resident Engagement and the Portfolio Holder for Finance and Major Contracts.

**Reason:** To allow the Regeneration Programme to proceed in accordance with Council Strategy

## **2. Section 2 – Report**

### **Introductory paragraph**

- 2.1. The regeneration strategy is a key priority for the administration, and has a number of objectives, including:
- ‘Building a Better Harrow’ together, for today and for future generations.
  - Addressing housing need, particularly for affordable housing.
  - The Council developing its own land – to meet community needs and to make better use of its own assets.
  - A new initiative for the Council to build homes for private rent (in addition to social rent/affordable housing). There is a programme to develop about 600 new private rented sector (PRS) homes on Council land, for market rent.
  - Renewing civic and community facilities – meeting infrastructure needs: 2 new schools, a new Central Library, a new (more efficient and smaller) Civic Centre and – potentially - a new or improved Leisure Centre complex.
  - Creating quality places – both through a focus on quality design in new development and through schemes to create new public squares and spaces and to improve key links and routes (such as Station Road).
  - Getting maximum benefit for the local economy – through the creation of new employment space and measures to develop local apprenticeships and training schemes and to build local supply chains.
- 2.2. The strategy was agreed at Cabinet in December 2014 and further developed in September 2015. This paper represents the next stage in delivering the programme. It sets out a number of items which are needed to ensure progress.
- 2.3. The primary aim of the paper is to provide budgets for the procurement of consultants and contractors on a multi-year basis, as the projects which make up the programme run over these timescales. In order to achieve this, the budgets for the programme are set out in detail in Appendix 1. These are liable to change as schemes develop.
- 2.4. A subsidiary aim is to agree the acquisition of land required to deliver the programme. As such a decision is highly commercially sensitive, further details are in Appendix 2.

- 2.5. A further subsidiary aim is to make provision for future appropriation of sites in the regeneration programme for planning purposes. Councils have powers to appropriate land held by them for a specific purpose, engaging the power in the Town and Country Planning Act 1990 (s237), or other relevant legislation, to override easements and other rights that might otherwise impede the ability to develop the relevant land. This is a legal process to avoid the risk of future injunctions, which may delay the programme or create additional unnecessary expense when works are on site. The process can be beneficial in unlocking development value in local authority sites that are subject to a range of third party rights.

### 3. Options considered

- 3.1. The proposals set out in this report all stem from previously agreed strategies and recommendations. To not proceed with them would mean that the outcomes previously sought would not be achieved. See section 5 below for procurement options in respect of consultancy services.

### 4. Harrow Regeneration Programme: Costs and Benefits

#### Costs

- 4.1. The total regeneration expenditure in each of the years of the current MTFs period is shown in the table below. These figures represent the annual capital expenditure budgets required for the programme.

	2016/17	2017/18	2018/19	2019/20
<b>Total expenditure</b>	<b>£16,655,000</b>	<b>£83,770,000</b>	<b>£114,450,000</b>	<b>£110,220,000</b>

Due to the commercial sensitivity of this information these budgets are shown in more detail in Confidential Appendix 1.

- 4.2. The funding sources for the programme are set out in section 10 of this report, but in summary the programme is deliverable using the resources generated as a result of the change in methodology for calculation of Minimum Revenue Provision approved by Cabinet in December 2015. The majority of the programme will be funded from new borrowing, with the element relating to the major regeneration schemes being paid off from capital receipts by the end of the development period. The PRS element of the programme is expected to be funded from long-term debt, with the new net income from the rented properties being used to fund capital financing costs and ultimately produce an income stream for the council in line with the commercialisation agenda.

#### Benefits

- 4.3. Harrow's ambitious Regeneration Strategy focuses on driving forward and facilitating growth and investment, delivery of new homes and infrastructure, job creation and improved social and community

outcomes. The Strategy sets out a number of key developments that will enable the Council to deliver a programme of investment in Harrow using its own surplus land assets. In this way, the Council will deliver significant regeneration benefits whilst generating long-term income streams to reinvest in local services.

- 4.4. The Harrow regeneration programme is a once in a generation opportunity to make a real difference to the quality of life in the borough. The wider programme of Council and private investment will see some 5,500 new homes within the Heart of Harrow Opportunity Area and will provide a major impetus for business development, creating around 3,000 new jobs overall.
- 4.5. This is much more than a house-building programme, important though that is. Encouraging growth in the local economy is vital to offset some of the worst effects of the recent economic conditions and this is a principal objective of the regeneration programme. The regeneration strategy has been designed to ensure that local residents and local communities are the key beneficiaries, for example by: boosting the availability of fair and secure rentals in purpose built homes to meet the needs of 'generation rent' in Harrow; and by ensuring that local supply chains and local people benefit from business and employment opportunities throughout the delivery programme.
- 4.6. There will be a clear focus on the quality of place-making, with a sustained programme of improvements to Harrow town centre and Wealdstone district centre and an insistence on high quality architecture. This is alongside a programme of investment in social and community infrastructure as well as new and improved public spaces. The programme prioritises investment in social infrastructure such as health, schools, leisure and sports facilities and transport improvements.
- 4.7. Regeneration provides an ideal opportunity to meet the Council's priorities and make a difference for the vulnerable, Harrow's community, families, and local businesses, making Harrow a place where people want to live, work and play. The programme is being designed in partnership with local communities, both through the recently formed Residents Panel and through a programme of site by site engagement as individual proposals are developed.
- 4.8. The new Civic Centre in Wealdstone will form the hub of a wider package of regeneration initiatives designed to transform the economic performance and quality of life in this locality, helping Wealdstone to achieve its full potential. There is a focus on social and community provision, with major new facilities on the Wealdstone site and the existing Station Road site including a new primary school, a replacement library, extensive new workspace for small and growing local businesses, attractive new public spaces and streetscape improvements.
- 4.9. This is a major and ambitious regeneration programme, achieving a pace of development not seen in Harrow for many years. Over the next 12 months, design and planning work will be progressed on the major

sites, alongside intensive consultation and programme delivery. Construction of initial phases on a number of the major sites is scheduled for 2017-19 and planned development to achieve the later phases will continue until 2021/22.

## **5. Need for procurement of programme consultancy services**

- 5.1. As the programme progresses there will be a need for consultancy services in the following specialisms across all projects:
  - Quantity surveying
  - Contractual advice and administration
  - Clerk of Works Services
- 5.2. In order to ensure consistency of approach, and to ensure that sufficient resource is available to deal with unforeseen circumstances, it is recommended that a programme-wide approach is taken in respect of procurement. The Council is establishing a construction delivery capability and, where practicable, staff will be recruited to provide these specialisms on a programme-wide level. Alternatively, where direct employment is not possible or appropriate, resources may be procured externally.
- 5.3. In relation to the cost of construction the value for these services is typically small – around 1% per service. However, if they are agglomerated across a programme with construction contract values in excess of £100m they will easily exceed the thresholds for Cabinet approval on an individual basis and a procurement strategy should be agreed to use resources more efficiently and avoid delay.
- 5.4. There are three routes to procuring these services:
  - A bespoke procurement with an advertisement in the Official Journal of the European Union (OJEU) in accordance with the Public Contracts Regulations 2015
  - The establishment of a new framework agreement specific to the programme (though it could be available to other departments and potentially other public authorities)
  - Use of an existing framework agreement
- 5.5. In respect of the first two options, these cannot be recommended when there is an existing framework agreement the Council can use and which meets the procurement need. In order to mitigate risk, reduce timeframes and save money, Harrow's procurement department recommends the use of accessible frameworks wherever possible.
- 5.6. There are a number of frameworks available to procure these services including the NHS LPP, NHS SBS, Camden Consultancy, Fusion 21 and ESPO. Following soft market testing a suitable framework will be selected for each service and procurement will proceed in accordance with council regulations.

- 5.7. At the current stage in the programme it is difficult to judge exact values but the total contract value for building works for the entire programme is in the region of £350m. The percentage rates for the above consultancy services are all below 1% of contract value but together result in a budgetary requirement of £6m, giving rise to a total expenditure on regeneration of £356m. This is the expenditure required for the entire programme, which extends beyond the four-year period of the MTFs set out in section 4.1 above.
- 5.8. For all the above procurements it is recommended that, having followed the relevant procurement route in accordance with Council procedures and policies, the decision to enter into a contract be delegated to the Chief Executive following consultation with the Portfolio Holder for Business, Planning and Regeneration, the Portfolio Holder for Community, Culture and Resident Engagement and the Portfolio Holder for Finance and Major Contracts.

## **6. Site assembly**

- 6.1. Approval is required for the purchase of land in order to deliver the regeneration programme. The sites to be acquired and estimated costs are commercially sensitive and further details are provided in Appendix 2.
- 6.2. It is recommended that the decision to proceed with purchase of the site(s) in question be delegated to the Chief Executive following consultation with the Portfolio Holder for Business, Planning and Regeneration, the Portfolio Holder for Community, Culture and Resident Engagement and the Portfolio Holder for Finance and Major Contracts.

## **7. Appropriation of sites for planning purposes**

- 7.1. The appropriation of sites for planning purposes is a power given to local authorities under section 232 of the Town and Country Planning Act 1990 and other relevant legislation. Appropriation allows the authority to override easements and other private rights when developing the sites and thereby avoid delays or stoppages due to the granting of injunctions. Those who would otherwise benefit from the relevant rights are still entitled to financial compensation.
- 7.2. It is recommended that the decision to appropriate the sites set out in Appendix 1 for planning purposes be delegated to the Chief Executive following consultation with the Portfolio Holder for Business, Planning and Regeneration, the Portfolio Holder for Community, Culture and Resident Engagement and the Portfolio Holder for Finance and Major Contracts.

## **8. Risk Management Implications**

- 8.1. Risk included on Directorate risk register? Yes

8.2. Separate risk register in place? Yes

8.3. Procurement Risk

In respect of contractors, that there is insufficient at an affordable price level

In respect of develop partners, that the relevant sites do not represent sufficiently profitable commercial opportunities

Mitigation: early engagement with contractors and developers has already begun and will continue. Early signs are that there is considerable interest, both from contractors and developers, in the opportunity that the Harrow regeneration programme represents.

8.4. Financial Risk

That the programme will be unaffordable

Mitigations:

There is currently a 25% contingency in respect of MRP and interest payments during the development period

The tenure of housing will be varied as each project proceeds through the planning process to ensure that schemes are viable.

Borrowing strategies are being developed which should enable interest rates to be controlled, including structuring new borrowing with a mix of maturities, such as short-term borrowing (e.g. 3/5/7 year loans) over the development period to enable the Council to access the cheaper rates currently available for these maturities and long term borrowing once the PRS becomes operational.

Discussions are underway with the European Investment Bank to secure cheaper borrowing – rates as at December 2015 were at 2.3% In extremis elements of the programme can be delayed or deferred to reduce peak debt.

8.5. Market Risk

That the housing produced by the programme does not meet the need of the Harrow market and is therefore unprofitable or impacts in other ways on the council's financial position

Mitigation – rent levels and tenure mix will remain flexible throughout the programme to reflect the council's best interests.

8.6. Resource & Capacity Risk

That insufficient internal resources are available to procure, manage and deliver the projects within the programme.

Mitigation – the delivery team is well established and the procurement of programme – level advisors will add further sector expertise to the team.

### 8.7. Reputational Risk

That the council suffers reputational damage due to a perception that, in acting commercially, it is disadvantaging local residents

Mitigation – careful establishment and management of the message that the successful execution of the regeneration programme will provide long-term benefits for all Harrow residents

### 8.8. Legislative Risk

That changes in statute or regulations change or limit the ability of the regeneration programme to achieve its objectives

Mitigation – advice is procured and updated throughout the development programme to ensure that any changes in legislation are reflected in the briefs for the individual projects.

## 9. Legal Implications

The council can access lawfully procured Framework Agreements and call-off contracts where the services to be procured are within scope, the council is named as a potential call-off party and the value of the services to be called off are within the estimated Framework call-off contract value.

Legal Services should be instructed to complete the call-off contracts.

## 10. Financial Implications

10.1. The Council's financial model for the regeneration programme has been updated to reflect changes in costs and values since it was first generated in early 2015 and to ensure that the broad aims of the programme could be met in financial terms.

10.2. The regeneration model has been updated to reflect increased build costs and sales/rental values. The updated model demonstrates that a 'cost-neutral' position has been maintained. Financial returns from the programme will be maximised by careful management of delivery routes, adoption of the optimal funding strategy and the generation of capital receipts at appropriate points in the delivery programme..

10.3. The financial model will be subject to further revision to allow for dynamic modelling, both of individual sites and the programme as a whole. This will allow up-to-date economic data to rapidly inform design decisions and will ensure that projects remain financially viable as they develop.

10.4. A detailed breakdown of budget allocations is in Appendix 1 but overall expenditure is as follows:

	2016/17	2017/18	2018/19	2019/20
<b>Total expenditure</b>	<b>£16,655,000</b>	<b>£83,770,000</b>	<b>£114,450,000</b>	<b>£110,220,000</b>
<b>Less: previously budgeted</b>	<b>£16,655,000</b>	<b>£24,325,000</b>	<b>£250,000</b>	<b>Nil</b>
<b>Additional budget required</b>	<b>Nil</b>	<b>£59,445,000</b>	<b>£114,200,000</b>	<b>£110,200,000</b>

10.5. Expenditure requirements over the period 2017-20 are estimated at £325m, to be funded through a combination of land receipts and new borrowing. Of this amount, £24m was approved by Council in February 2016, meaning that an increase in the Capital budget of £301m will be required to deliver the programme as set out in Appendix 1. The total cost of the regeneration programme is anticipated to be in the region of £356m over the period 2016/17 to 2021/22, with land receipts in the region of £110m being generated to help fund the works costs.

The Council has submitted an application to the European Investment Bank regarding the possibility of accessing funds, on highly favourable terms, but at present it has been conservatively assumed that the Public Works Loans Board would be used as the source of new long-term borrowing. The regeneration model calculates the interest and Minimum Revenue Provision required on the total borrowing, and has an affordability test built in to compare the cumulative cost of the combined interest and MRP charges to the resources projected to be available following approval of the revised methodology for calculating Minimum Revenue Provision by Cabinet in December 2015. The calculations within the model are summarised in Appendix 1, and indicate that the programme outlined above can be funded from within these resources until such time as sufficient net income is generated from the Council's portfolio of new Private Rented Sector housing being developed as part of the Regeneration programme.

## **11. Equalities implications**

11.1. As stated to Cabinet in September 2015 an initial draft equalities impact assessment has been undertaken on the Regeneration Strategy. This draft EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed. The initial assessment will be kept under review in light of consultation responses and any additional implications reported back to cabinet with the final strategy and as sites come forward. Full EqIAs will be carried out for each of the development sites once procurement commences.

11.2. The first of the EqIAs relating to the individual sites has been completed, for Haslam House, in accordance with Council procedures

## **12. Council Priorities**

The Council's vision:

**Working Together to Make a Difference for Harrow**

Please identify how the report incorporates the administration's priorities.

### **Building a Better Harrow**

The Council's regeneration programme for the delivery of new homes, creation of new jobs, commercial workspaces and high quality town centres will create the places and opportunities that residents deserve and make a difference to the borough and to residents' health and quality of life.

### **Protecting the Most Vulnerable and Supporting Families**

The Council's aim is to make sure that those least able to look after themselves are properly cared for, safeguarded from abuse and neglect and given access to opportunities to improve their quality of life, health and well-being.

### **Being more Business-like and Business Friendly**

The Council aims to support local businesses and enable them to benefit from local economic growth, develop its own commercial ventures and help residents gain new skills to improve employment opportunities.

12.1. Through regeneration we will deliver the Council's aim to make a difference for:

- Communities, by providing new homes and jobs, vibrant town centres and an enhanced transport infrastructure and energy network;
- Business, by providing new commercial workspace, support to access markets, advice and finance;
- Vulnerable residents, by providing access to opportunities, reducing fuel poverty and designing out crime; and
- Families, by providing new family homes, expanded schools and renewing Harrow's estates.

12.2. The goals of Harrow's Regeneration Strategy are to:

- Meet the demands of a growing population
- Build on the skills base of Harrow's residents to support sustainable business growth
- Deliver more jobs and homes to meet targets agreed with the Mayor
- Increase Harrow's accessibility to an increasing customer base
- Provide an environment which promotes physical activity and healthy living
- Achieve a step change in the quality of design and development

### Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 12 May 2016		
Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 17 April 2016		

<b>Ward Councillors notified:</b>	<b>NO as it impacts on all Wards</b>
<b>EqIA carried out:</b>	<b>NO</b>  Please see 11 above

### Section 4 - Contact Details and Background Papers

**Contact:** Peter Wright, Interim Programme Manager,  
[peter.wright@harrow.gov.uk](mailto:peter.wright@harrow.gov.uk), 07734 695 682

**Background Papers:** None

<b>Call-In Waived by the Chairman of Overview and Scrutiny Committee</b>	<b>NOT APPLICABLE</b>  <i>[Call-in applies, except where the decision is reserved to Council]</i>
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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	15 September 2016
<b>Subject:</b>	Harrow Youth Offending Partnership Youth Justice Plan 2015-2018 - Annual Update
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Chris Spencer, Corporate Director of People
<b>Portfolio Holder:</b>	Christine Robson, Portfolio Holder for Children, Schools and Young People
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	No, as the decision is reserved to the Council
<b>Wards affected:</b>	All
<b>Enclosures:</b>	<b>Appendix A</b> – Harrow Youth Offending Partnership Youth Justice Plan 2015-2018, update July 2016, this includes the Annual Report 15-16. <b>Appendix B</b> – Harrow Youth Offending Partnership Youth Justice Plan – Update August 2016

## **Section 1 – Summary and Recommendations**

This report presents an annual update to the Harrow Youth Offending Partnership Youth Justice Plan 2015 - 2018 which set out how the following 3 outcome indicators would be achieved in Harrow:

- Reducing First Time Entrants

- Reducing Reoffending
- Reducing the use of custody

The attached Youth Justice Plan Update –August 2016 provides details of the progress made against the Youth Justice Plan and outlines potential future challenges and priorities.

**Recommendations:**

Cabinet is requested to recommend approval of the Harrow Youth Offending Partnership Youth Justice Plan 2015-2018 to full Council.

**Reason: (For recommendations)**

- It is a statutory requirement to produce a Youth Justice Plan. For any 3 year plan there is a requirement to ensure there is an annual update.
- In order to consider the implications on future Youth Offending service provision in light of central Government review of the Youth Justice System nationally.

## **Section 2 – Report**

Multi-agency Youth Offending Teams (YOT) were established in 2000 following the 1998 Crime and Disorder Act with the intention of reducing risk of young people offending and reoffending and to support and offer rehabilitation to those who do offend.

The Harrow Youth Offending Partnership Youth Justice Plan 2015-2018 was agreed by the Council as a 3 year plan in 2015 (See Appendix A). Appendix B provides an update to the 3 year plan and a detailed Annual Report outlining progress made in 15-16 and key challenges and priorities for 2016-17.

### **Options considered**

It is a statutory requirement to produce a Youth Justice Plan.

### **Background**

It is the responsibility of Harrow Council in consultation with Partner agencies to develop and implement a Youth Justice Plan setting out how Youth Justice Services in Harrow will be delivered and funded. It is also a requirement to outline how the Youth Offending Team will be structured and highlight key priorities for forthcoming years.

## **Current situation**

In December 2015 a strategic decision was taken for the new Head of Service for Early Intervention to also take responsibility for the Harrow Youth Offending Team (HYOT). This is the first appointment of a permanent Head of Service for HYOT in 4 years. In addition, all existing posts within the YOT structure have now been appointed to on a permanent basis with the exception of the part-time Restorative Justice Worker. The Out of Court Disposal function (Triage) which was set up to support the reduction of first time entrants was also transferred from the Early Intervention Service into the YOT in January 2016.

HYOT have experienced a 10% in year budget reduction in 2015-16 followed by a further 12% reduction in grant funding from YJB in 2016-17. This is against a backdrop of HYOT experiencing an increase in First Time Entrants and Reoffending rates.

Youth Offending Teams nationally await the publication of the Governments Review into the Youth Justice System which is due to be released in September 2016.

The implications of the recommendations are likely to be far reaching and the “Interim Report of Findings” published in February 2016 queries whether the current YOT model is the most effective way to deliver Youth Offending Services in the community. Recommendations are likely to include:

- Strength in multi-agency working especially given the complexity of the cohort and the need for stronger links to children’s services, health and education;
- A significant shift to focussing on education needs within the secure estate
- Innovation in how YOTs are composed and delivered
- A more devolved Youth Justice System where local areas should have more responsibility and funding with streamlined accountability and monitoring – allowing for greater innovation and collaboration
- Changes to the funding model and formulas and the removal of Youth Justice Board (YJB) providing the grant to YOT’s.

In anticipation, HYOT will commence exploring alternative models of delivery that are cost effective, achieve desired outcomes in reducing youth crime and are in line with recommendations as outlined by Government.

Following the publication of the Youth Justice Review which will provide a clear direction of travel for Youth Justice delivery nationally and which will impact on decisions that will need to be made locally a further update will be provided to Cabinet.

## **Why a change is needed**

It is a statutory requirement to produce an updated Youth Justice Plan on an annual basis.

On publication of the Youth Justice Review, it may be necessary to return the Youth Justice Plan to cabinet. This is to ensure it accounts for any changes identified within the review that may impact on arrangements outlined in the current plan.

### **Implications of the Recommendation**

The Youth Offending Partnership Youth Justice Plan sets out resource implications and the staffing establishment.

The budget for Harrow Youth Offending Team is resourced by grant funding from the Youth Justice Board, Harrow Council and Statutory Partners. Statutory Partners have also contributed through the deployment or secondment of key personnel.

The review of Youth Justice System has taken into account the over representation of groups such as Black and minority ethnic groups (BME) and Children Looked After across Youth Justice. It is hoped the report will identify how Criminal Justice Agencies collectively respond to these groups in particular with regard to deterring and early intervention to prevent any further criminalisation of these groups. This will support local coordination of criminal justice services.

Nonetheless there will remain a commitment to ensure any groups that are over represented within Harrow's youth offending population are protected and interventions targeting these groups, such as Children Looked After, are prioritised through continued multi agency delivery of services.

### **Performance Issues:**

The three performance indicators for Youth Offending Teams, set by the Youth Justice Board nationally are:

- Reducing First Time Entrants
- Reducing Reoffending
- Reducing the Use of Custody

#### Reducing First Time Entrants

From October 2014 – September 2015, compared to the same reporting period of October 2013 – September 2014; HYOT had an increase of 20.5% first time entrants, which accounts for 16 more young people entering the system.

However the latest reporting period January 2015 – December 2015 whilst demonstrating an increase, does account for less young people than the previous year. The reporting period from January 2014-December 2014 showed 82 young people identified as FTE's, and in January 2015- December 2015 accounted for 86 young people as FTEs. The latest reporting period shows there was an increase, but at a lesser rate of 4 young people instead of 16 young people.

#### Reducing Reoffending

There has been a national increase in reoffending rates, and HYOT figures also demonstrate an increase (although at a lesser rate than national averages). The cohort from July 2013 – June 2014, demonstrates that 66

young people (who reoffended) are responsible for 185 offences, which is an average of 2.8 offences each. This is an increase of 0.6% from the year before. Further analysis of this cohort will continue to take place to assist in understanding trends and informing future resource allocation.

#### Reducing the Use of Custody

HYOT has consistently demonstrated a reduction in the use of custody despite working with young people committing more serious offences. This evidences an increased confidence from courts, in HYOT's ability to safely manage complex cases within the community. HYOT's latest position of 0.21% in terms of use of custody rates is significantly lower than the national average of 0.40%.

Performance in two of the three outcome measures need to be prioritised and resources to deliver effective interventions should continue to be identified and accessed. Given the uncertainty of direction for Youth Justice System, this will need to be considered in any future delivery model that is proposed.

### **Environmental Implications**

None

### **Risk Management Implications**

Risk included on Directorate risk register? No

Separate risk register in place? No

### **Legal Implications**

Section 40 of the Crime and Disorder Act 1998 makes it a duty of the Local Authority to formulate and implement a Youth Justice Plan for each year setting out:

- How youth justice services are to be provided and funded
- How Youth Offending Teams are to be comprised and funded, how they are to operate and what functions they are to carry out.

Such functions may include the local authority's duty to take reasonable steps to encourage children and young people not to commit offences.

Partner agencies are the Chief Officer of Police, local Probation Board and strategic Health Authority.

Following approval by the Council the Youth Justice Plan has to be submitted to the Youth Justice Board and be published,

As a statutory plan the Youth Justice Plan forms part of the council's policy framework and as such requires approval of full Council.

## Financial Implications

The 2016-17 budget for the Youth Offending Service is shown as follows:

Agency	Actual Costs £	Payments in Kind £	Total £
Local Authority	597,659		597,659
Police Service		70,000 (2 full time equivalent (fte) police officers)	70,000
National Probation Service		50,000 (1fte probation officer)	50,000
Health Service		16,833 (joint funded CAMHS post)	16,833
Youth Justice Board	210,593		210,593
Total	808,252	136,833	<b>945,085</b>

A mid-year cut of grant funding by the YJB of 10% (£27,381.80) in 2015-16, followed by a 12% (£20,993) reduction in grant funding for 2016-17 has caused considerable pressure in supporting the current arrangements in achieving outcomes. Despite partner contributions remaining relatively stable, there is concern that the future of services within the public sector is volatile and any small changes to resource could significantly impact delivery of Youth Offending services. Intense and varied resources are needed to reduce reoffending of the most complex cohorts that continue to present themselves within the Criminal Justice System.

The interim Review of the Youth Justice System indicates the devolvement of budgets to Local Authorities.

Once published, there will be a greater understanding on any future budget implications and this will need to be incorporated into any update presented to Council.

There are currently no significant financial implications to note.

## Equalities implications / Public Sector Equality Duty

An EQIA will be completed once the impact of Governments Review of the Youth Justice System is published and is understood, as this will determine any impact on staffing or service users.

## Council Priorities

The Council's vision:

### **Working Together to Make a Difference for Harrow**

Please identify how the report incorporates the administration's priorities.

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

### **Section 3 - Statutory Officer Clearance**

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 1 September 2016		
Name: Sharon Clarke	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 5 September 2016		

<b>Ward Councillors notified:</b>	No, as it impacts on all wards.
<b>EqIA carried out:</b>	No. EQIA completed in 2015. A further EqIA will be completed once Government publishes its review of Youth Justice System.
<b>EqIA cleared by: n/a</b>	

### **Section 4 - Contact Details and Background Papers**

Contact: Errol Albert, Head of Service, 0208 424 1321,  
[errol.albert@harrow.gov.uk](mailto:errol.albert@harrow.gov.uk)

Background Papers:

*Appendix A – Youth Justice Partnership Plan 2015 – 2018 (see enclosure)*

**Appendix B – Youth Justice Partnership Plan 2015- 2018, update August 2016 (see enclosure)**

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

**NOT APPLICABLE**

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

# **Harrow Youth Offending Partnership**

## **Youth Justice Plan 2015 to 2018**

# **Harrow Youth Offending Partnership**

## **Youth Justice Plan 2015/18**

### **Our Vision**

**Creating a Safer Harrow and Positive Futures for Young People and Their Families.**

### **Harrow Council Priorities**

- Making a difference for the most vulnerable;
- Making a difference for communities;
- Making a difference for businesses; and
- Making a difference for families.

### **Local Safeguarding Children's Board Priorities**

- Reduce vulnerabilities for young people in Harrow
- Actively incorporating the views of children and staff
- Strengthen strategic accountability

### **Youth Offending Team.**

The Harrow Youth Offending Team is a multi disciplinary team (see Appendix 1) working collaboratively with a range of partners including Police, Probation, Health, Education, and the voluntary sector to achieve the 3 outcomes

- Reduce the number of first time entrants (FTE) to the youth justice system
- Reduce re-offending
- Reduce the use of custody

## Contents

- Introduction
- Structure and governance
- Partnership arrangements
- Resources and value for money
- Performance
- Key achievements and challenges
- What do people say about us
- Risks to future delivery
- Glossary of terms
- Appendix 1
- Appendix 2
- Appendix 3

## Introduction

Multi-agency Youth Offending Teams (YOT) were established in 2000 following the 1998 Crime and Disorder Act with the intention of reducing the risk of young people offending and re-offending, and to provide counsel and rehabilitation to those who do offend. The act stipulates the composition of the YOT and identifies statutory partners with the local authority as the Police, Probation and Health.

The Youth Justice Board (YJB) has set three outcome indicators for all Youth Offending Teams

- Reduction in the number of first time entrants (FTE) to the youth justice system
- Reduction in re-offending
- Reduction in the use of custody

The Youth Justice Board monitors the direction of travel for each outcome indicator.

There is a requirement that each local authority produces a Youth Justice Plan setting out achievements and plans for the future delivery of the service.

The prevention of offending and re-offending and anti-social behaviour by children and young people is a priority for all partners in Harrow, we believe this is best achieved through effective collaborative working. The Harrow Youth Offending Team is part of Children and Young People Directorate which enables focus on the child's journey and effective partnership working with Early Intervention Service (EIS) Children in Need (CIN) and Children Looked After (CLA) teams. The Youth Offending Team is therefore represented throughout children's services strategic and operational groups and influences strategic planning for children and young people who offend or are at risk of offending.

The Youth Offending Team works closely with young people, their parents/carers as well as the Courts, other criminal justice agencies and organisations and groups that support young people. A newly created education specialist role within the Youth offending Team will work to strengthen partnership working with schools, colleges and the PRU.

The Youth Offending Team engages in a wide variety of work with young offenders (those aged between 10-17 years) in order to achieve the three outcome indicators. The Youth Offending Team supervises young people who have been ordered by the court to serve sentences in the community or in the secure estate, and provides a range of interventions to help young people make effective and sustainable changes to their offending behaviour. The Youth Offending Team restructure is based on a model of Restorative Justice facilitating meetings where appropriate between offenders and victims to encourage reparation. Local volunteers are also recruited to sit on Referral Order Panels or to supervise young people on reparation projects. Volunteers are all trained in restorative approaches and have been checked by the Disclosure and Barring Service (DBS). We have successfully recruited 6 volunteers since May 2015 as Referral Order Panel members.

The Counter Terrorism and Security Act 2015 came into effect in February 2015. This places a duty on specific organisations to have due regard to the need to prevent people being drawn into terrorism. The duty came into force from the 1st July 2015. Local authorities are

among the key agencies vital to prevent young people from being drawn into terrorism and youth offending teams have an important role to play.

The governance of the YOT is through line management accountability to the Corporate Director of Children and Families and the Harrow Youth Offending Management Board, which is accountable to the Safer Harrow Partnership.

**The strategic aims for the YOT are:**

- Effective delivery of youth justice services
- Positive outcomes for children and young people who offend or are at risk of offending through effective partnership arrangements between the Youth Offending Team statutory partners and other stakeholders
- Efficient deployment of resources to deliver effective youth justice systems

**Structures and Governance**

**Outcome: Effective delivery of youth justice services.**

Effective governance, partnership and management are in place.

Through the role of Corporate Director of Children and Families and Divisional Director for Children and Young People, and Divisional Director Commissioning and Education Harrow YOT is represented at the following Boards and Forums

- Harrow LSCB
- Safer Harrow
- Health and Well Being Board
- Families First Strategic Board

Safer Harrow is the local crime and disorder reduction partnership. The partnership is the strategic lead for crime and disorder issues within Harrow. The membership consists of the following statutory partners London Community Rehabilitation Company, MOPAC, Police, London Fire Brigade, Harrow Childrens Services, Environmental Health (Public Protection) Community Safety/Crime reduction and Health.

The Youth Offending Management Board provides strategic direction with the aim of preventing offending by children and young people. The role of the Board is to

- determine how the YOT is composed and funded,
- how it is to operate and what functions it is to carry out
- determine how appropriate youth justice services are to be provided and

funded

- oversee the formulation each year of a draft youth justice plan
- oversee the appointment or designation of a YOT manager
- as part of the youth justice plan, agree measurable objectives linked to key performance indicators, including the National Standards for Youth Justice.

All statutory partners and the voluntary sector are represented on the Board at senior level. The Board is chaired by the Director of Children and Families. (Membership of the Management Board is noted in appendix 2)

The Youth Offending Management Board meets six weekly and receives performance data and reports of relevant issues affecting the YOT and partners.

The Youth Offending Management Team oversees the development and implementation of the Youth Justice Plan, considers resource and workload issues, finance and performance data reporting, implementation of policies and procedures.

The positioning of the Youth Offending Team with governance and accountability through Safer Harrow, and line management within Childrens Services enables the YOT to meet its dual strategic functions relating to both justice and welfare. The Chair of the Board is also a member of the Local Safeguarding Childrens Board (LSCB).

The Board receives regular performance reports and a yearly financial report. The reports enable the Board to monitor compliance with grant conditions and timely submission of data. The Board will continue to be informed about compliance with secure estate placement information, the outcomes of the annual national standards audit and any Community Safety and Public Protection (CSPP) notifications.

**Outcome: Positive outcomes for children and young people who offend or are at risk of offending through effective partnership arrangements between the YOT, statutory partners and other stakeholders.**

Probation.

There have been significant reforms to the national Probation Service separating the service into two arms with the national Probation Service managing high risk in the community and the Community Rehabilitation Company (CRC) managing medium and low risk in the community. This has had impacted on recruitment and as a result the Harrow YOT does not currently have a Probation Officer seconded from the Probation Service. The Probation Officer role takes the lead on Multi Agency Public Protection Arrangements (MAPPA), transitions from YOT to Probation and holds a key role in the Integrated Offender Management scheme. The post is being covered by an additional youth offender practitioner pending the appointment of a Probation Officer.

Police.

The Police have maintained the Police Officer resource seconded to the YOT at 2 full time equivalent . The Police Officer role brings unique skills and warranted powers to the YOT.

Their role centres around intelligence and information sharing, early intervention and the prevention of offending, youth caution and youth conditional caution delivery, offender management and partnership working.

#### Substance misuse.

The Substance misuse post is funded for 3.5 days per week. There has been reduced availability between April and June 2015 due to maternity leave. Arrangements are now in place for maternity cover and the service is back up to capacity.

Total number of young people with an intervention starting during 2014/15 was 98.

Initial assessment scores for substance use for young people starting a new intervention in the year:

Substance Use	Rating	Total	Percentage
0	Not Associated	41	41.84%
1	Some Association	15	15.31%
2	Associated	19	19.39%
3	Strongly Associated	12	12.24%
4	Very Strongly Associated	7	7.14%
No ASSET		4	4.08%
Total		98	100.00%

#### Mental health.

The mental health post (nurse specialist) is jointly funded by CCG and the Youth Offending Team. There has been a gap in provision between October 2014 and March 2015 which was partially covered by the Youth Justice Liaison and Diversion Officer.

The government's report Healthy Children, Safer Communities highlighted the significant health challenges faced by young people involved in the criminal justice system. These challenges can often be drivers of offending and offer an important opportunity to support the welfare of these vulnerable young people. The key to such support is effective partnership working. Harrow YOT works closely with Harrow CAHMS and has a nurse specialist based in the service three days a week. In addition to providing direct assessment and interventions to YOT young people he works closely with practitioners to support them in their work around young people's emotional and mental health. He is also implementing comprehensive health screening based on the YJB's recently developed Comprehensive

Health Assessment Tool starting with the young people with the highest risks and vulnerabilities. He is keen to further develop health pathways in specific areas identified by evidence such as neuro-disability and speech/ communication difficulties. The longer term aim is to build on existing work and ensure goals around health are central to the support plans of the service's young people.

Total number of young people with an intervention starting during 2014/15 was 98

Initial assessment scores for emotional and mental health for young people starting a new intervention in the year

Emotional and Mental Health	Rating	Total	Percentage
0	Not Associated	18	18.37%
1	Some Association	21	21.43%
2	Associated	28	28.57%
3	Strongly Associated	20	20.41%
4	Very Strongly Associated	7	7.14%
No Asset		4	4.08%
Total		98	100.00%

## Court

There are systems in place to ensure good communication with the courts through attendance at the Court User Group and the North West London Youth Panel meetings. Court representation and attendance at the YOT Board has been helpful in ensuring a solution focused approach to raising standards. The Court provides feedback when PSRs are presented to Court, quarterly reports to the Board and quarterly Court users group.

## TRIAGE

The overarching aim of TRIAGE is to reduce re-offending by young people, to divert cases of low level offending away from formal youth justice to avoid unnecessary criminalisation of young people on the fringes of criminal activity. TRIAGE ensures the needs of young offenders are assessed and identified and appropriate interventions in place. Decisions are made collaboratively with the Police and the Youth Offending Team. This approach has continued to be successful in reducing first time entrants and the low re-offending rate of young people subject to TRIAGE. An annual report is presented to the Board.

In 2014/15 TRIAGE delivered interventions to 112 young people. There were a total of 83 young people discharged from the Triage programme in 2014/15. 74 (89.2%) successfully completed the programme.

A re-offending cohort is identified from those young people entering TRIAGE during the first quarter of each year (April to June) From a cohort of 22 there have been 2 (9.1%) young people who have re-offended. This compares to the cohort of 18 young people in 2013/14 of whom 4 (22.2%) re-offended within 12 months.

#### Youth Justice Liaison and Diversion Programme.

The Youth Justice Liaison and Diversion programme (for young people involved in the criminal justice system who have mental health, learning, communication difficulties and other vulnerabilities effecting their physical and emotional well being), is in Phase 2 of delivery. In effect it provides the opportunity to provide offender healthcare in Police stations and the Court system.

Consideration is underway to transfer TRIAGE and Youth Justice Liaison and Diversion (YJLD) to the YOT from the Early Intervention Service (EIS) to best meet the needs of young people, to ensure the effective use of resources and to meet the three outcome indicators set by the YJB. The timescale for this is later in the year.

#### Early Intervention Service.

One of the key agencies working within Harrow is the Early Intervention Service. Due to the close working partnership the Youth Offending Team is able to access a range of programmes and interventions whilst young people are subject to a court order, but also able to refer on as part of a long term exit strategy of continued support where needed. The Youth Offending Team have accessed continued support for young people via the mentoring service, V talent inspired programme, X16, as well as the National Citizenship programme. All have assisted in successful outcomes for young people who were known to the youth justice system, including securing employment, education and further training through the skills developed by accessing these services. The partnership work across EIS and the Youth Offending Team ensures there is a whole family approach as opposed to a primary child focus approach. This also ensures early detection for those at risk of offending (in particular siblings of offenders) ensuring that provision can be put in place where needed prior to entering the youth justice system.

EIS with Ignite deliver parenting programmes to parents of young people known to the Youth Offending Team. The purpose of the Parenting Programme is to reduce parenting risk factors, and to strengthen protective factors to achieve improved communication skills, improved monitoring and supervision, ability to handle conflict, increase parental self esteem, improved behaviour of the children in the family. EIS have been commissioned to provide this service for 2015/16 and the effectiveness of the provision will be reviewed by the Board and will inform future commissioning.

Harrow School/Tall Ships.

The Tall Ships Youth Trust, is a registered charity founded in 1956 dedicated to the personal development of young people through the crewing of ocean going sail training vessels. It is the UK's oldest and largest sail training charity for young people aged 12-25.

Harrow School is one of Britain's leading independent schools, specialising in providing a high quality boarding school education for boys.

The YOT worked in partnership with Early Intervention Service, Harrow School and the Tall Ships to enable a group of ten young men from Harrow School and ten young men known to YOT to undertake a week long Tall Ships challenge. All young men known to YOT who took part in the Tall Ships Programme accessed a mental toughness programme pre and post the event, and linked to mentors who will continue to support them. A celebration event is planned for September.

A report will be presented to the Youth Offending Management Board in September 2015 by Harrow School, Tall Ships and the young people. Following the success of the programme in 2015 the Board will consider repeating the challenge in 2016, perhaps with an increase from 2 to 4 Tall Ships and a corresponding increase in the young people participating.

The YOT has commissioned a range of agencies to provide constructive, positive activities for young people.

Domestic violence workers were commissioned in 2014 by the Youth Offending Team and provide bespoke packages of support to both perpetrators and victims of domestic violence.

4 young people have been referred to the service, 3 young men who were using abusive behaviours towards their parents and 1 young woman who was at risk of violence from her boyfriend. The parents of the 3 young men were also referred.

Goldseal music production continues to be commissioned and provides a platform for young people to gain qualifications through the use of various media. 14 young people were referred to the programme of whom 11 completed the programme. 1 young person has since gone on to re-offend. The 11 young people achieved a total of 43 qualifications. Young people themselves praised the programme and commented about how much they had learnt.

Goals is a motivational programme to encourage, motivate and empower young people to make positive life changes for themselves. The purpose of the training is to increase self-esteem and help create a positive outlook on life through developing new ways of thinking, coping and behaving. Eight young people completed the course and made very positive comments about how it had helped them to become more focused on the future.

## **Resourcing and value for money**

Outcome: efficient deployment of resources to deliver effective youth justice services to prevent offending and re-offending.

Harrow's YOT is resourced by contributions from Harrow Council, statutory partners, the YJB and with some additional grant funding eg Unpaid Work and Restorative Justice Development Grant.

The purpose of Restorative Justice Development Grant is to increase opportunities of victims to participate in safe and competent restorative justice activities and assist youth offending teams to further develop their practice. The overarching requirement is to increase capacity (ensuring practitioners are trained and able to deliver safe and competent RJ activities) and to deliver services (providing RJ services to victims of crime). 6 new panel members and 8 members of staff have been trained in Restorative Justice.

The unpaid work grant funding is to provide opportunities for young people subject of a Youth Referral Order (YRO) to undertake unpaid work. The core principles underpinning unpaid work are punishment, reducing reoffending, employment/education and accredited skills and reparation to the community. Ignite in partnership with the Youth Offending Team is delivering the unpaid work programme. Comprehensive and creative packages have been developed for the two young people to date who are the subject of Youth Referral Orders with an unpaid work component.

Statutory partners also contribute through the deployment or secondment of key personnel ie Police officers, Probation Officer, Mental health worker.

Other services are commissioned by the YOT from the voluntary sector eg Unpaid Work from Ignite, substance misuse from COMPASS.

In 2014/15 the YOT agreed year long cost effective and sustainable contracts with a range of providers to meet the needs of young people who offend in Harrow. Such contracts covered Domestic Violence, First Aid, and Goldseal which assist young people in gaining recognised qualifications through music production. Work is underway with the Commissioning Team to review the contracts and where appropriate to re-commission.

AssetPlus.

Harrow Youth Offending Team is scheduled to implement the new assessment model Asset Plus in June 2016. Preparation for AssetPlus has been delayed due partly to the restructure of the service, recruitment to permanent posts and the implementation of a new database due to go live in August 2015.

An implementation plan for AssetPlus has been developed and will start in September 2015 as permanent staff join the team. The induction for staff includes the use of YJILS in self development, including the AssetPlus training. Some of the new staff are already trained in the new assessment model.

One of the Deputy Team Managers is the AssetPlus lead and has attended the AssetPlus forum and is leading on preparation for implementation. He has attended the Desistance theory training, with additional staff scheduled to attend the training later in 2015.

#### Volunteers.

The Youth Offending Team has six volunteers who undertake duties as Referral Order Panel members. It is a statutory responsibility to provide a community panel for young people who have been sentenced to a Referral Order by the courts. A priority in 2015/16 is to increase the number of volunteers and to develop opportunities for volunteers in providing reparation activities. Negotiations are underway regarding the possibility of reparation with the Arts Centre for those who are interested in drama and theatre as well as a number of other projects. the soup kitchen over the winter and various other programmes which will interest young people and provide them with additional skills and experience.

A range of reparation activities are currently available as detailed below:

#### Milmans IT Project.

Young people help Milmans adult clients to access IT including the internet, setting up e-mails, on line shopping and so on. Adult Services have invested heavily in refurbishing the IT suite at the centre which will create additional opportunities for reparation in 2015/16.

#### Canons Lane Methodist Church.

The Youth Offending Team continuing to maintain the garden project at the Canons Lane Methodist Church. There has also been a decorating project in the past which is currently being "recomissioned".

#### The YMCA and Women's Centre.

The Youth Offending Team has undertaken gardening and painting for both centres YMCA and Women's Centre and this is available in the future.

#### The Allotment.

The allotment in North Harrow requires further development to firmly embed it as a key part of the reparation programme.

Funding stream	Type	2014/15	2014/15	2014/15	2015/16	2015/16	2015/16
		CASH	KIND	TOTAL	CASH	KIND	TOTAL
YJB	Grant	270,241		270,241	258,908		258,908
Probation	Statutory		46,780	46,780		46,780	46,780

	support						
Police	Statutory support		66,231	66,231		66,231	66,231
Health	Statutory support						
	CAMHS		11,224	11,224		16,833	16,833
Local Authority	Budget	511,571		511,571	528,765		528,765
TOTAL		819,812	124,235	944,047	787,673	129,844	917,517

### **Risks to future delivery**

Outcome: The YOT has the capacity and capability to deliver effective youth justice services

### **Funding**

Funding is a key priority for all stakeholders, with financial reports to the Youth Offending Management Board twice yearly. As detailed above partners have confirmed the same level of funding as in 2014/15.

The Good Practice Grant has in previous years, and will continue in 2015/18 to be used exclusively for the delivery of youth justice services.

In July 2015 the YJB advised the Chair of the Board of a potential reduction in funding of the Good Practice grant. Details are yet to be confirmed and may result in effecting some parts of the plan.

### **Performance**

Monitoring operational performance and service delivery is a standing item on the Youth Offending Management Board meetings. The Youth Offending Team receive individual performance reports as well as weekly, monthly and quarterly performance reports from the Business Intelligence Unit. The reports enable the YOT to consistently monitor, improve and maintain individual and team performance.

Reducing re-offending continues to be a challenge for Harrow. The most recent data for April 12-March 13 shows 60 re-offenders from a cohort of 139 young people.. The size of the cohort and number of re-offenders has decreased consistently since 2009, but with a smaller cohort the proportion of re-offenders has increased.

We plan to implement the re-offending tool kit in September 2015, this will help shape service delivery to this cohort and assist with service development.

We continue to work closely with Children in Need and Children Looked After teams with appropriate reporting arrangements to the Board.

## Quality Practice

Ensuring consistent delivery of quality practice.

Following significant IT issues in 2014/15 the Council commissioned a new database to go live in August 2015. There have been a number of challenges in the migration of the data and testing of the system. As with any new database there may be an adverse impact initially on performance if there are continuing challenges in the functions of the data base, and as staff familiarise themselves with a new system.

The YOT undertook a critical self assessment in 2014. HMI Probation undertook a Short Quality Screening (SQS) in October 2014 and an action plan was developed in response to the screening. As a result of the SQS Harrow was identified as being a Priority YOT with the provision of additional support and scrutiny by the YJB. The YOT Team manager has successfully completed Peer Review Training and Prince 2 Project Management training. The Deputy Team Manager is undertaking the Stepping up to Leadership course.

The YJB undertook an audit of cases in July 2015 and further areas for development have been identified.

The Youth Offending Team continues to audit cases on a monthly basis as part of the Departments annual Quality Assurance Programme, as well as the annual National Standards audit.

In response to performance data the Youth Offending Management Board has commissioned specific reports to better understand the needs of young people.

The appointment of experienced permanent staff will provide stability and should have a positive impact on improved service delivery and performance.

### YOT Restructure

In March 2015 consultation was undertaken with staff and partners on the reshaping of the Youth Offending Team. As a result of the consultation a new structure was agreed and implemented in May 2015. There are currently a number of vacancies which are covered by agency staff. Recruitment is underway and interviews scheduled for the beginning of July. 2015.

The new structure takes into account changes in legislation and policy, .Legal Aid and Sentencing of Offenders (LASPO) legislation came into effect in December 2012. The Act reformed the justice system and created a new youth remand and sentencing structure that provides the Courts with greater flexibility when deciding on appropriate disposals for young people. This significantly changed the management of young people within the Youth Justice system, impacting on roles within the YOT.

There are also some emerging issues regarding serious youth crime in the borough.

Offence type	No of arrests in year	NFA	TRIAGE	Caution	Charge
ABH	30	13			8

Robbery	19	6			9
GBH	8		1	1	3
Common Assault	25	11	6	1	5
Offensive weapon	7	5			2
Points and blades	3	1			2
Indecency	1		1		
Assault Police	6		1		4
Rape	4				
Affray	14	8	1	2	1
Public order	8	2	2		1
TOTAL	125	46	12	4	35

Although the number of young people who are known to YOT has reduced the young people have complex needs requiring more intensive interventions to prevent re-offending. The complexity includes young people who are looked after, mental health needs, experience of loss, missing education, complex family history and over representation of BME young people. Some young people are at risk of exploitation and sexual exploitation.

The challenge is to manage those young people who commit violent crime and the young people who are repeat offenders, wherever possible within the community alongside our responsibility to protect the public.

In 2013/14 26% of the overall caseload were assessed as requiring intensive intervention, and in 2014/15 40% of young people were assessed as requiring intensive intervention.

#### Performance.

Overall youth crime has shown a decrease year on year since 2010/11, with the exception of 2013/14, where there was a slight increase. In 2014/15 there was a total of 215 offences, compared with 307 in 2013/14, which represents a 30% decrease. The decrease in the overall number of young people who have been found guilty of a crime is slightly lower at 105 young people found guilty in 2014/15 compared to 137 in 2013/14, representing a 23.4% decrease. This suggests that the average number of offences committed per offender has reduced from 2.24 to 2.05 ie a reduction in the frequency of offending.

	Individuals Committing Crime	Offences	Disposals
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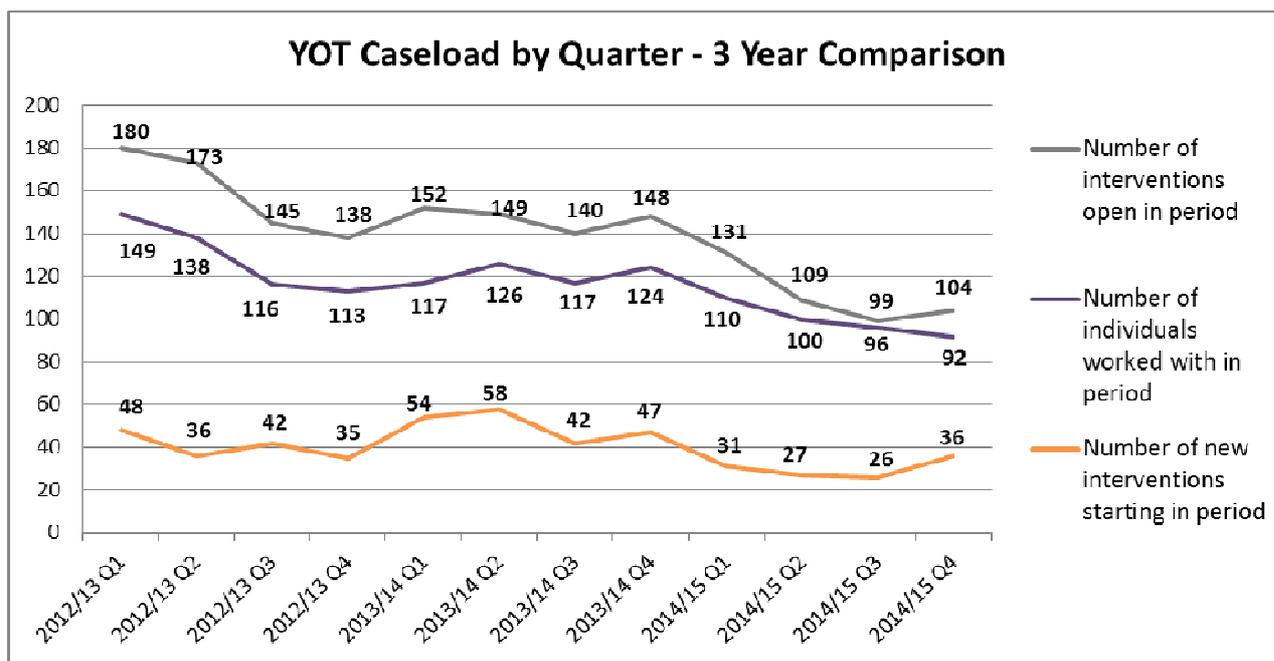
	Individuals committing crime	% Change	Total Offences	% Change	No. of Pre-court disposals	No. of First-tier disposals	No. of Community disposals	No. of Custody disposals	Total Disposals	% change from previous year
April 2014 - March 2015	105	-23.4%	215	-30.0%	14	99	34	7	154	-29%
April 2013 - March 2014	137	17.1%	307	14.6%	29	100	79	10	218	21%
April 2012 - March 2013	117	-32.8%	268	-27.4%	5	78	77	20	180	-32%
April 2011 - March 2012	174	7.4%	369	-10.0%	19	152	78	16	265	-5%
April 2010 - March 2011	162	-	410	-	47	128	87	17	279	-

The reduction in offending is reflected in the number of disposals in 2014/15. There were 154 disposals in 2014/15 compared to 218 in 2013/14.

There is also a disproportionate change in the type of disposals being issued. Most notably, youth rehabilitation orders (community disposals) have reduced by 57% from 79 to 34, while referrals orders (First tier disposals) remained stable. The number of pre-court disposals have decreased from 29 in 2013/14 to 14 in 2014/15.

The number of interventions open to the YOT has reduced by 29.7% in 2014/15 compared to 2013/14.

The number of young people worked with by the YOT has reduced by 25.8% in 2014/15 compared to 2013/14. This significant drop in numbers is a national trend across Youth Offending Teams. Despite the drop in numbers, the complexity of the young people has increased. There has been a 14% increase in those assessed as requiring an intensive level of intervention, accounting for 40% of the total caseload in 2014/15, in comparison with 26% of the overall caseload in 2013/14.



The number of new interventions to the YOT has reduced by 23.4% in 2014/15 compared to 2013/14.

This is reflective of the overall reductions seen in offences, disposals and the number of individuals committing crime.

Due to Harrow's unique demography, it is difficult to make comparisons to National and London averages for the ethnicity of young offenders. All ethnicity comparisons are made against the local demographic make-up of the 10-17 year old population based on ONS 2011 mid-year population estimates.

Over the past 5 years (2010/11 to 2014/15), Harrow has seen some key changes to the ethnic make-up of its offending population.

Asian/Asian British makes up 41.1% of Harrow's 10-17 population, yet only accounts for 24.5% of the young offending population in 2014/15. Asian/Asian British have been consistently under represented over the past 5 years, falling as low as 15.7% in 2012/13.

Young people of Mixed Ethnicity make up 8.8% of Harrow's 10-17 population. 2014/15 young offending figures are in line with this also coming in at 8.8%. This rate has been relatively stable over the past 4 years with figure's being significantly higher back in 2010/11 at 13.8%.

Up until 2012/13, White British had been slightly over represented in the offending population. White British make up 33.7% of Harrow's 10-17 population. In 2014/15, 33.3% of Harrow's young offending population were White British. This represents a slight increase on the previous year (2013/14) where White British had dropped below the borough rate at 30.8%.

The most notable difference between local demographics and youth offending demographics can be seen in the Black/African/Caribbean/Black British group. This group are considerably over represented, making up only 12.9% of Harrow's 10-17 population but 32.4% of the youth offending population in 2014/15. Over the past five years this group have been consistently over represented in youth offending services and the figure had been rising year on year from 26.3% in 2010/11 to 36.8% in 2013/14. However, the latest figure of for 2014/15 (32.4%) represents a decrease on the previous year.

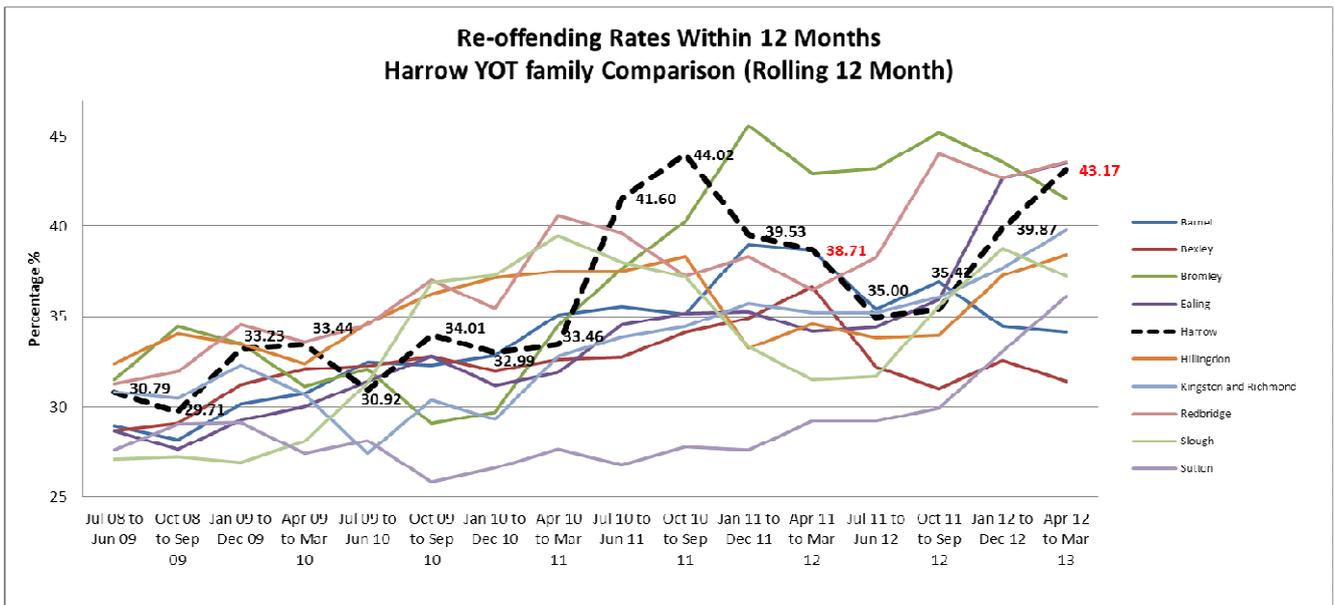
In 2013/14 the gender split of young people convicted of an offence was nationally 85.93% Male to 14.07% female. In London females represent a smaller proportion with 13.88% to 86.12% male and for the YOT statistical neighbours they represent 15.3% to 84.6% Male.

Over the past 5 years the average number of females convicted of an offence each year is 21.6 (lowest 18 and highest 25). For males this figure is more variable with the average being 117 (lowest 87 and highest 149).

### FTE table and narrative

	First time entrants						
	Harrow			YOT Family Average		National Average	
	Number	Rate per 100,000	% change from previous year	Rate per 100,000	% change from previous year	Rate per 100,000	% change from previous year
Oct 13 - Sep 14	73	311	-4.9%	310	-13.9%	417	-10.3%
Oct 12 - Sep 13	79	327	-24.5%	360	-25.0%	465	-22.1%
Oct 11 - Sep 12	105	433	-9.0%	480	-26.2%	597	-21.8%
Oct 10 - Sep 11	115	476	-	650	-	763	-

During the last 4 years there has been a steady decrease in the number of first time entrants to the criminal justice system, which is reflective of national and statistical neighbour trends. Harrow has 73 first time entrants in the latest reporting period (Oct 2013 – Sep 14) which is a 4.9% reduction on the 79 from the previous year (Oct 2012 – Sep 13). Harrow has reduced at a lower rate than its comparators, with 4.9% reduction compared to a YOT Family average of 13.9% and a national average of 10.3%.



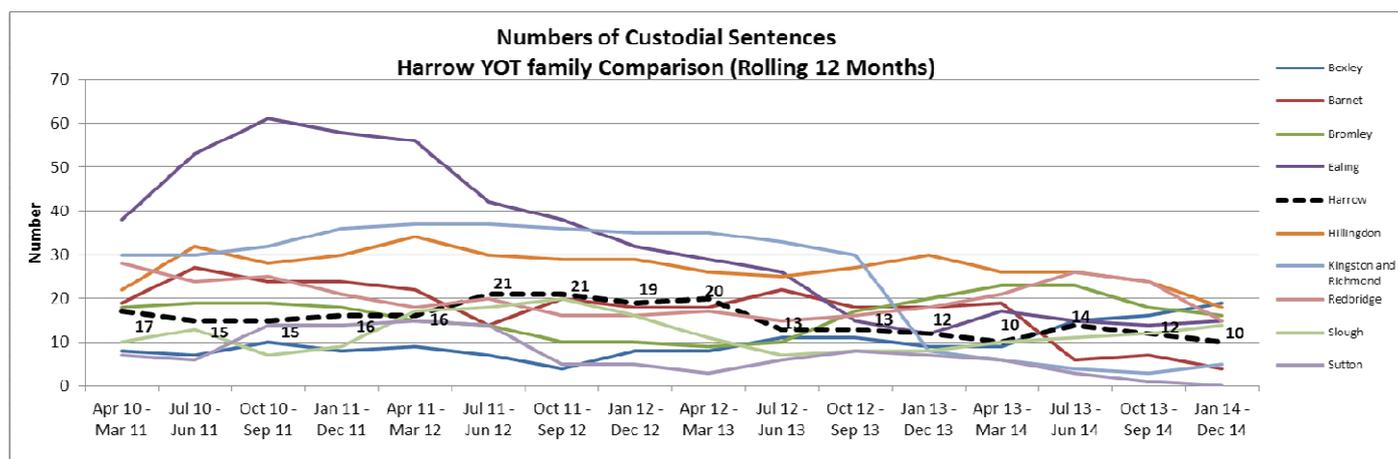
Within Harrow's YOT family the general trend shows a steady increase in the re-offending rate since 2009. This is a trend which is also reflected nationally.

Harrow's re-offending rate has been variable over the last 4 years. It increased between (Apr 10/March 11) and (Oct 10/Jun 11) reaching 44%. This fell over the following four quarters down to a rate of 35%. The rate has started the rise again over the past two quarters to 43.17% in the latest reporting period (Apr 12 - Mar 13).

Harrow's most recent re-offending rate (Apr 12 - Mar 13) of 43.17% accounts for 60 re-offenders from a cohort of 139, this compares to 84 re-offenders in the same period last year (Apr 11 - Mar 12). The size of the cohort and the number of re-offenders have decreased consistently since 2009, however with a smaller cohort and lower numbers of FTE's the proportion of re-offenders has increased.

The alternative measure for re-offending is the frequency rate which represents the average number of re-offences per offender. In the latest reporting period (April 12- March 13) the average number of offences committed by re-offenders was 1.08 this is an increase on the previous year (April 11 – March 12) which was 1.04.

## Remanded into custody table.



Over the past 3 years, Harrow's numbers in custody have been varied from between 12 and 21 in any 12 month rolling period. The last quarter has shown a slight decrease in figures with the latest 12 month rolling period (Oct 13 - Sep 14) showing 10 custodial sentences. This is the lowest rate of the past 3 years.

The custody rate per 1,000 indicators allows for a better comparison between YOT's performance. Overall, Harrow's latest position (Jan 14 - Dec 14) of 0.54 is the 5th Highest of the 10 YOT's.

Annual Numbers in custody April - March	2012/13	2013/14	2014/15
Total custodial sentences open at the start of the year	8	13	8
Total custodial sentences starting in the year	20	10	7
Total in custody during year	28	23	15
Rate per 100,000	0.84	0.42	0.30

The general trend for Harrow, which is reflected nationally, is a decrease in the number of young people in custody. Over the past 3 years Harrow has seen considerable decreases, from 28 in 2012/13 to 23 in 2013/14 and 15 in 2014/15.

At the start of 2014/15 Harrow had 8 young people on custodial sentences, there were a further 7 new custodial sentence's starting during the year, 4 in Q1, 2 in Q2 and 1 in Q3.

At the end of 2014/15 there were 4 young people in custody and 4 young people on a post custodial licence.

Annual Remand Figures April - March	Remand Episodes	Remand Bed Day's
2014-15	4	357
2013-14	13	311
2012-13	17	801

Over the past 3 years Harrow's numbers on remand have decreased considerably. In 2012/13 there were a total of 17 remands compared to 13 in 2013/14 and 4 in 2014/15.

The decrease in remands is not reflected in the number of bed days between 13/14 (311) and 14/15 (357), as although there were fewer remands, the length of time in remand has been higher.

At the end of the year (31<sup>st</sup> March 2015) there were 2 young people on remand.

### **Key achievements in 2014/15**

Key achievements in the past year include:

- Reduction in the use of custody (16.67%)
- Reduction in First Time Entrants (4.9%)
- Reduction in the numbers of young people remanded (69.23%)
- Increased compliance with National Standards
- Restructure of the Youth Offending Team

### **Key challenges**

Based on the SQS inspection which took place in October 2014 we have identified the following key challenges

- The need to improve the overall quality of assessment, planning and review
- The need to improve the quality of and consistency of safeguarding and vulnerability work
- Improved personalised training programmes and induction plans
- The need to improve the effectiveness of management oversight

In addition

- Delivering the Troubled Families/Families First in Harrow and ensuring YOT demonstrates its effectiveness in this area

- Improve the outcomes for CLA who are being worked by YOT particularly in terms of their re-offending and NEET rates
- Ensuring YOT contributes to children and young people getting the best start in life through leading healthy lifestyles and improving long term health and educational outcomes
- Targetting and focusing on Child Sexual Exploitation (CSE) and keeping young people safe
- Ensuring young people with mental health needs receive the right support
- Narrowing the gap in educational attainment and ensuring young people participate in education, employment and training
- Ensuring that young people who have additional needs receive the right support.
- Preventing youth offending and reducing the risk of custody
- Effective partnership working
- Ensuring that young offenders make amends and repair the harm casued to victims and communities
- Effective joint working within childrens services.

**Key priorities for 2015/18.**

The Youth Offending Management Board has identified the following key priorities

- Reduce youth re-offending and the use of custody and remands
- To support the delivery of the Troubled Families (Families First) agenda
- To ensure that looked after children known to YOT have the best life chances
- To respond to child sexual exploitation
- To ensure risk of harm/re-offending, planning and interventions are of a high quality and produce the best outcomes
- To ensure compliance with Working Together and the work of the Harrow LSCB.

## What people say about us

“Partnership working between the Children looked after team and the YOT is beneficial both for the young people and workers” *Pam Johnson Team manager CLA*

I write this email, with much sincerity and emotion, you have known and supported my son for many years now. I can honestly say that you have not only been his support worker, but someone I know he trusts and has very deep respect for. *Mother of a young person known to YOT.*

I have finally got around to expressing my sincere appreciation for the service you have given to my son during his period of probation. I am in no doubt your contribution and that of your team has made a significant impact on his thinking. This I believe is having a positive impact on his lifestyle. *Father of a young person known to YOT.*

“I have had the chance to access apprenticeships”. *Young man known to YOT*

“Tall ships was good, hard work though. I learned a lot there and I would recommend it to other young people, especially if they struggle to communicate with people because you have to. But thanks for the opportunity and I enjoyed it”. *Young man who completed the Tall Ships challenge.*

My time attending goals has been a wonderful time. I am more aware of life and knowledge of setting my goals as a young teen adult.

Its honestly made me want to achieve my goals and do things I haven't considered

Appendix 1 Youth Offending Team Structure.

Structure Chart 31/07/15

Position	Permanent/Agency	Gender	Ethnicity
Head of Service	Agency	F	White British
Team Manager	Permanent	F	Indian
Deputy Team Manager	Permanent	M	British/Asian
Deputy Team Manager	Agency	F	Black African
Technical Business Support	Permanent	F	White British
Practitioner	Permanent	F	Black/Black British/Caribbean
Practitioner	Agency	F	White Australian
Practitioner	Agency	F	African Caribbean
Practitioner	Agency	F	Black African
Practitioner	Agency	M	White British
Probation Officer	Agency	M	
Restorative Justice Co-ordinator	Permanent	M	White British
Restorative Justice Co-ordinator	Vacant		
Victim Liaison officer	Agency	F	Black/Black British/Caribbean
Education Specialist	Agency	M	Australian/Italian
Clinical Nurse Specialist	Secondment	M	White British
Substance misuse worker	Secondment	F	Black Caribbean
Police Officer	Secondment	F	White British
Police Officer	Secondment	F	White British

Structure chart following restructure and recruitment planned September 2015

Position	Permanency/Agency	Gender	Ethnicity
Head of Service	Agency	F	White British
Team Manager	Permanent	F	Indian
Deputy Team Manager	Permanent	M	British Asian
Deputy Team Manager	Permanent	F	White British
Technical Business Support	Permanent	F	White British
Practitioner	Permanent	F	Black/British/Caribbean
Practitioner	Permanent	F	White British
Practitioner	Permanent	F	Black, Black British
Practitioner	Permanent	F	White British
Practitioner	Permanent	M	White British
Practitioner	Agency	F	
Probation Officer	Agency	M	
Restorative Justice Co-ordinator	Permanent	M	White British
Restorative Justice Co-ordinator	Vacant		
Victim Liaison officer	Agency	F	Black/Black British/Caribbean
Education Specialist	Agency	M	Australian/Italian
Clinical Nurse Specialist	Secondment	M	White British
Substance misuse worker	Secondment	F	Black Caribbean
Police Officer	Secondment	F	White British
Police Officer	Secondment	F	White British

Volunteers 31/07/15

Volunteer	Gender	Ethnicity
Volunteer 1	M	Black British
Volunteer 2	M	White British
Volunteer 3	F	Asian
Volunteer 4	F	Asian
Volunteer 5	F	Black British
Volunteer 6	F	Black South African

Appendix 2.Membership of the Management Board

<b>Name</b>	<b>Role and organisation</b>	<b>Contact Details</b>
Chris Spencer Chair	Director Children and Families	chris.spencer@harrow.gov.uk
Superintendent Mark Wolski Vice-Chair	Harrow BCU Commander (Metropolitan Police)	Mark.A.Wolski@met.pnn.police.uk
Paul Hewitt	Divisional Director	Paul.Hewitt@harrow.gov.uk
Ann Garratt	Head of Service Youth Offending and Troubled Families	Ann.Garatt@harrow.gov.uk
Aman Sekhon-Gill	Team Manager, YOT	Aman.Sekhon-Gill@harrow.gov.uk
Charisse Monero	Head of Service EIS	Charisse.Monero@harrow.gov.uk
David Harrington	Head of Business Intelligence	David.Harrington@harrow.gov.uk
Paa-King Maselino	Head Teacher The Helix	Paa-King.Maselino@harrow.gov.uk
Mike Howes	Senior Policy Officer	Mike.Howes@harrow.gov.uk
Mike Herlihy	Youth Magistrate and former Chair of NW London Youth Panel	hamlin.herlihy@talktalk.net
Ann Marie Anderson	Business, Leadership and Governance Advisor	<u>Marie.Anderson@harrow .gov.uk</u>
Juliet Wharrick	Assistant Chief Officer, Probation Service	Juliet.Wharrick@probation.gsi.gov.uk
Russell Symons	Senior Probation Officer, Probation Service	russell.symons@london.probation.gsi.gov.uk
Sue Dixon	Designated Nurse Safeguarding Children	suedixon@3nhsnet

	Harrow CCG	
Dan Burke	Director of Ignite	dburke@ignitetrust.org.uk
Hannah Kaim-Caudle	Service Manager, COMPASS Harrow	Hannah.kaim-caudle@compass-uk.org
Melanie Woodcock	Service Manager CAMHS	melanie.woodcock@nhs.net

## **Glossary.**

CAMHS	Children and Adolescent Mental Health
CIN	Children in Need
CLA	Children looked after
CRC	Community Rehabilitation Company
CSPI	Community Safety and Public Protection
EIP	Early Intervention Panel
EIS	Early Intervention Service
FTE	First Time Entrant
LASPO	Legal Aid and sentencing of Offenders
LSCB	Local Safeguarding Children Board
MAPP	Multi Agency Public Protection Arrangements
MOPAC	Mayors Office for Policing and Crime
RJ	Restorative Justice
YJB	Youth Justice Board
YOT	Youth Offending Team
YJLD	Youth Justice Liaison and Diversion



# **Harrow Youth Offending Partnership**

## **Youth Justice Plan**

### **Update – August 2016**

## **CONTENTS**

<b>Page Number</b>		<b>Appendices</b>
Page 3	Executive Summary	
Page 4 – Page 10	Youth Justice Plan	
Page 11 – Page 21	Annual Report	Appendix 1
Page 22	YOT Board Membership	Appendix 2
Page 23	Finance Table	Appendix 3
Page 24	Staffing structure and breakdown	Appendix 4
Page 25	Glossary of Terms	Appendix 5
Page 26	Structure and Governance arrangements	Appendix 6
Page 27	Structure Chart -Establishment	Appendix 7

## Executive Summary

<b>Joint Head of Service</b>	In December 2015, a strategic decision was taken for the new permanent Head of Service for Early Intervention to take on the responsibility for the Youth Offending Team (YOT).
<b>Restructure of Service</b>	In 2015 the implementation of the new structure commenced, including recruitment of permanent staff.
<b>Staffing</b>	All existing posts within the structure have now been appointed to with the exception of the Part Time Restorative Justice Worker.
<b>Representation at other panels</b>	HYOT are represented and members of a number of panels, including MASE, Children Missing Meeting, Channel Panel, Wealdstone Youth Partnership.
<b>Strengthening Preventative Services</b>	Move of Triage function under Youth Offending Team as of January 2016  Increase in access to universal services and support for those identified within the household as “at risk” of offending by way of EIS redesign.
<b>Charlie Taylor review of Youth Justice Services</b>	Government review of Youth Justice Service could significantly impact the current delivery model. Report due to be published in September 2016.
<b>Budget Reductions</b>	HYOT have experienced a 10% in year budget reduction in 15-16 and a further 12% reduction in 16-17.
<b>Move to new database</b>	Migration of all data onto a new database has taken place, however there are still difficulties in embedding the new system and this is being monitored at every YOT board.
<b>Assetplus</b>	Introduction of new assessment framework is in progress.
<b>Performance Reporting</b>	Performance reports are available for scrutiny at YOT board, however there will be a shift in how reporting occurs in line with Assetplus framework. A proposal will be drafted and sent to board for endorsement in the coming months.
<b>Priority YOT Status</b>	HYOT are no longer considered a priority YOT based on improved outcome indicators

## **Our Vision**

***Creating a Safer Harrow and Positive Futures for Young People and Their Families.***

### **Harrow Council Priorities**

- Making a difference for the most vulnerable;
- Making a difference for communities;
- Making a difference for businesses; and
- Making a difference for families.

### **Local Safeguarding Children's Board Priorities**

- Refocus on core business: knowing that systems and practice are fit for purpose in identifying, assessing and responding to risk.
- Reduce vulnerabilities for young people in Harrow: to achieve a reliable understanding of the single and overlapping risks faced by young people in Harrow, so that preventative action is meaningful to young people and targeted action is based on sound local intelligence and national developments
- Actively incorporate the views of children and staff : ensuring that what we do and how we do it is accurately and regularly informed by the 'Voice of the Child' and the views of front line practitioners and their managers
- Effective collaboration: ensuring that the priorities of the HSCB are acknowledged and supported by other strategic partnerships within Harrow and that opportunities to work in collaboration with neighbouring LSCB's are sought and initiated

## **INTRODUCTION**

The Youth Justice Plan was endorsed for 3 years from 2015-2018 by the Youth Justice Board, the Youth Offending Management Board as well as the Local Authority Crime and Disorder Partnership (Safer Harrow), Cabinet and Overview and Scrutiny.

This is an updated plan for 2016-2017 and provides a detailed annual report of progress made.

Multi-agency Youth Offending Teams (YOT) were established in 2000 following the 1998 Crime and Disorder Act with the intention of reducing the risk of young people offending and re-offending, and to provide counsel and rehabilitation to those who do offend. The act stipulates the composition of the YOT and identifies statutory partners with the Local Authority as the Police, Probation and Health.

The Youth Justice Board (YJB) has set three outcome indicators for the Youth Offending Team;

- To reduce the number of First Time Entrants (FTE) to the Youth Justice System
- To reduce Re-offending
- To reduce the Use of Custody

There is a requirement that each local authority produces a Youth Justice Plan setting out achievements and plans for the future delivery of the service.

The prevention of offending and re-offending and anti-social behaviour by children and young people is a priority for all partners in Harrow, we believe this is best achieved through effective collaborative working. The Harrow Youth Offending Team (HYOT) sits within the Peoples Directorate in the council. The Youth Offending Team is therefore represented throughout children's services strategic and operational groups and influences strategic planning for children and young people who offend or are at risk of offending.

The Youth Offending Team (YOT) engages in a wide variety of work with young people who offend (those aged between 10-17 years) in order to achieve the three outcome indicators. The Youth Offending Team supervises young people who have been ordered by the court to serve sentences in the community or in the secure estate, and provides a range of interventions to help young people make effective and sustainable changes to prevent them from further offending.

The governance of the YOT is through line management accountability to the Corporate Director of Peoples Services and the Harrow Youth Offending Partnership Board, which is accountable to the Safer Harrow Partnership.

**The strategic aims for the YOT are:**

- Effective delivery of Youth Justice Services
- Positive outcomes for children and young people who offend or are at risk of offending through effective partnership arrangements between the Youth Offending Team statutory partners and other stakeholders
- Efficient deployment of resources to deliver effective Youth Justice systems

An Annual Report is provided as an appendix to this YJ plan (Appendix 1). This offers detailed information on the overall progress made over the past year in all aspects of delivery of youth justice services including key achievements and challenges and any innovative practice.

**STRUCTURE AND GOVERNANCE**

Effective governance, partnership and management are in place (see Appendix

Through the role of Corporate Peoples Director and Divisional Director Harrow YOT is represented at the following Boards and Forums

- Harrow LSCB
- Safer Harrow
- Health and Well Being Board
- Together with Families Strategic Board

Safer Harrow is the local Crime and Disorder partnership and holds strategic responsibility for crime and disorder issues within Harrow. The membership consists of the following statutory partners

- London Community Rehabilitation Company
- MOPAC

- Police
- London Fire Brigade
- Harrow Childrens Services
- Environmental Health (Public Protection)
- Community Safety/Crime reduction and Health
- National Probation Service

The Youth Offending Partnership Board provides strategic direction with the aim of preventing offending by children and young people. The role of the Board is to;

- Determine how the YOT is composed and funded,
- How it is to operate and what functions it is to carry out
- Determine how appropriate youth justice services are to be provided and funded
- Oversee the formulation each year of a draft youth justice plan
- Oversee the appointment or designation of a YOT manager
- As part of the Youth Justice Plan, agree measurable objectives linked to key performance indicators, including the National Standards for Youth Justice.

All statutory partners and the voluntary sector are represented on the Board at the appropriate level of seniority. The Board is chaired by the Divisional Director for Children and Young Peoples Services. (Membership of the Management Board is noted in appendix 2)

The Youth Offending Partnership Board meets every 6 weeks, receives national and local performance data and reports of relevant issues affecting the YOT and partners.

The Youth Offending Management Team oversees the development and implementation of the Youth Justice Plan, considers resource and workload issues, finance, performance and data reporting, and the implementation of policies and procedures.

The positioning of the Youth Offending Team with governance and accountability through Safer Harrow, and line management within Peoples Directorate enables the YOT to meet its dual strategic functions relating to both justice and welfare.

The Board receives regular performance reports and a yearly financial report. The reports enable the Board to monitor compliance with grant conditions and timely submission of data. The Board also receives national and local data to support the understanding of offending trends, allowing the effective allocation of targeted resources. The Board will continue to be informed about compliance with secure estate placement information, the outcomes of the annual National Standards audit and any Community Safeguarding and Public Protection (CSPPI) notifications.

## **RESOURCES AND VALUE FOR MONEY (PARTNER CONTRIBUTIONS)**

Harrow's YOT (HYOT) is resourced by contributions from Harrow Council and statutory partners. The YJB good practice grant now accounts for delivery of unpaid work and expects YOT to demonstrate a continued

commitment to Restorative Services within the grant funding allocated. Grant funding is allocated to providing services which achieve the three outcome indicators. This includes:

- Part funding of Cahms Practitioner
- Goldseal Enterprise Project (Intervention)
- Delivery of unpaid work
- Staffing costs

In addition HYOT are commissioning providers to support in the implementation of Assetplus and any associated technical upgrades.

HYOT spot purchase spaces with local charity organisation Ignite to assist in the delivery of unpaid work and are committed to embedding Restorative practice across the service.

Valuable partnership resources have remained, with little change. This has supported the YOT in managing financial cuts to the Good Practice Grant, both in year and for the new financial year of 16-17. (Please see Appendix 3 for finance table).

HYOT have restructured their service and since April 2016 have a fully permanent workforce including a permanent Head of Service with the exception of the part time Restorative Justice Coordinator post which is due to be advertised in due course. Please see Appendix 4 for structure chart and staffing breakdown of ethnicity and gender.

The Youth Offending Team has recruited 9 volunteers who undertake duties as Referral Order Panel members. They have all undergone Panel Matters and Restorative Justice Training. It is a statutory responsibility to provide a community panel for young people who have been sentenced to a Referral Order by the courts. Recruitment remains open as we are keen to increase our pool of volunteers. In addition, the RJ Coordinator is an RJC accredited practitioner. We are currently in the process of identifying training for her line supervisor to also become accredited to ensure requirements as outlined by RJC council are being met.

## **PARTNERSHIP ARRANGEMENTS**

The YOT partnership ensures that the YOT is strongly linked to other planning frameworks. As stated earlier the Youth Offending Management Board reports to Safer Harrow and feeds into the development of a strategic approach to Crime and Disorder.

### **Police**

Resource levels have remained consistent from partners with a good commitment from the Police securing 2 FTE police officers within the YOT.

### **Mental Health**

The government's report *Healthy Children, Safer Communities* highlighted the significant health challenges faced by young people involved in the criminal justice system. These challenges can often be drivers of offending and offer an important opportunity to support the welfare of these vulnerable young people

The mental health post (clinical nurse specialist) is jointly funded by Harrow CCG and the Youth Offending Team. This has historically been for 2 days a week with a rolling contract year on year. However both parties agreed to increase provision to 3 days a week and have now agreed a 3 year contract till 2018.

This provides the YOT with the opportunity to embed the role within the YOT; ensuring young people have access to sustainable provision throughout the duration of their court order, and supporting referral pathways to higher tier intervention.

### **Probation**

Although probation were unable to provide a Probation Officer from Feb 2015 onwards, a local agreement was made between YOT and Probation Services to invoice the cost of an agency worker to Probation. This supported ensuring caseload numbers remained at a manageable level.

Despite significant changes within the Probation Services, and resources being reviewed, HYOT has retained one FTE Probation Officer. HYOT was successful in the appointment of a secondee who commenced post on 8<sup>th</sup> June 2016. This will continue to support the delivery of specialized work such as taking the lead on MAPPA, transitions from YOT to Probation, and will be a key role in the Integrated Offender Management scheme.

### **Substance Misuse**

The Local Authority continue to have wider commissioning arrangements with Compass as providers of substance misuse services for young people in Harrow. HYOT has an allocated worker who is based within the team 4 mornings a week. The links with compass services remain strong, as the view is this supports transitional arrangements to community services if continued support is needed post the completion of the statutory order.

### **Court**

There are systems in place to ensure good communication with the courts through attendance at the Court User Group and the North West London Youth Panel Meetings. Court representation and attendance at the YOT Board has been most helpful in ensuring a solution-focused approach to raising standards, and although the chair of the panel has changed, the previous chair continues to attend the YOT board to offer consistent support and appropriate scrutiny.

HYOT continue to deliver training to magistrates to assist in understanding the role of the YOT when completing PSR's and provide data on a quarterly basis regarding court throughput and offending trends.

### **Youth Justice Liaison and Diversion (YJLD)**

The YJLD role now sits within the YOT and provides mental health screenings for all young people at point of arrest. A steering group consisting of LA, YJB –NHS rep, Police and other partners oversees the work and supports in the identification of local trends.

### **Early Intervention Service**

In light of public sector funding cuts, there has been a need to redesign how prevention services are offered within the LA. This has resulted in the realignment of YOT alongside EIS and Children's Centres with a shared Head of Service overseeing the service areas. The redesign of the Early Intervention Service is aimed to strengthen prevention services for those identified as at risk of offending, and improve access to services at the earliest possible opportunity and encouraging sustained pathways into universal services within the community and supporting a whole family approach. The timeline for implementation of the redesign is November 2016.

### **Commissioned Services**

The Goldseal music provision continues to support the YOT in providing quantitative outcomes by way of academic qualifications, as well as providing a creative way to assist engagement in statutory court orders. Goldseal has continued to provide outcomes for young people by using music, production and enterprise skills as a way of encouraging self-confidence, team building. It provides a platform for young people to express their emotions in creative ways by writing / recording lyrics in a local Youth Centre. This also exposes the Young People to other services which may be accessible at the Youth Centre, promoting community engagement.

### **Harrow School / Tallships Youth Trust**

The Tall Ships Youth Trust, is a registered charity founded in 1956 dedicated to the personal development of young people through the crewing of ocean going sail training vessels. It is the UK's oldest and largest sail training charity for young people aged 12-25.

Harrow School is one of Britain's leading independent schools, specialising in providing a high quality boarding school education for boys.

Due to the success of the previous year the partnership board endorsed a further activity for 2016, enabling a group of ten young men from Harrow School and ten young men known to YOT to undertake a week long Tall Ships challenge.

### **Other Partners**

HYOT continue to work closely with the transformational lead for Troubled Families termed "Together with Families". Work is on-going in respect of identification and screening of these families who meet the criteria for the Troubled Families cohort. The project has funded one permanent worker to deliver triage services, supporting reducing young people entering the criminal justice system and ensuring they are effectively diverted away

HYOT are members of the MASE panel and contributed to the Gangs Peer review which took place in Harrow in early 2016. The YOT also has an identified CSE champion within the service and are actively engaged with the Violence, Vulnerability and Exploitation team, a member of which also sits on the YOT Risk and Vulnerability Management Panel.

HYOT continue to have low numbers in custody, and will continue to offer alternatives to custody as a preferred option to courts. Where young people have been in custody HYOT have utilised ROTL (Release on Temporary licence) to support young people in accessing provisions such as Princes Trust to increase their skill set and employability. In addition we work closely with resettlement provisions within custodial facilities to ensure young people are clear on pathways and have focussed exit strategies in place. HYOT also sits alongside other Children Services providers, so are able to have access to provisions such as "Access to Resources Panel", where cases are presented to senior managers to secure outcomes, this can range from therapeutic input to specific accommodation types.

The Counter Terrorism and Security Act 2015 came into effect in February 2015. This places a duty on specific organisations to have due regard to the need to prevent people being drawn into terrorism. The duty came into force from the 1st July 2015. Local authorities are among the key agencies vital to prevent young people from being drawn into terrorism and YOT's have an important role to play. As a direct result of this the YOT became a core member of the Channel Panel which is also chaired by YOT Head of Service. All staff have undergone prevent training and have made referrals to Channel Panel as well as requesting bespoke support from PVE coordinator if a young person has not met the threshold for panel, but concerns remain.

In addition to this there is a regular YOT representative at the Anti-Social Behaviour Action Group (ASBAG) to ensure information is shared across agencies from a wider perspective.

## **RISKS TO FUTURE DELIVERY AGAINST THE YOUTH JUSTICE OUTCOME MEASURES**

Funding continues to raise concerns regarding the effective delivery of youth justice services. A mid year cut of 10% in 15-16, followed by a 12% reduction in grant funding for 16-17 has caused considerable pressure in supporting the current arrangements in achieving outcomes. Despite partner contributions remaining relatively stable, there is concern that the future of services within the public sector are volatile and any small changes to resource could significantly impact delivery of Youth Offending services. Intense and varied resources are needed to reduce reoffending of the most complex cohorts that continue to present themselves within the Criminal Justice System.

HYOT are currently in the process of updating their self-assessment and it is aimed to be presented at the YOT management board in September for sign off. HYOT are also part of the wider council's quality assurance framework and commit to auditing 3 cases a month in addition to quality assuring all initial assessments and PSR's. The quality assurance framework is in the process of being revised and updated in light of changes to the National Assessment Framework and the introduction of the Assetplus.

Assetplus is a new assessment and planning interventions framework developed by colleagues at the Youth Justice Board (YJB) which replaces the current Asset framework. It has been designed to provide a holistic "end to end" assessment and intervention plan, allowing one record to follow a child's journey throughout their time in the criminal justice system.

Harrow are amongst the last group of YOT's who are in the process of implementing this within their case management system (Capita One Youth Justice) as well as ensuring staff have robust support and training in use of the revised assessment tool.

The roll out of this revised assessment framework is multi-faceted and requires technical support from local IT providers, Capita One Youth Justice as well as training for staff through modules on Youth Justice Interactive Learning Space (YJILS) completed individually and practical group training for all staff.

There could be a significant impact on timeliness of assessments and quality of practice whilst Assetplus is being embedded within the service. This is being monitored and reported to at every YOT board to ensure there is minimal disruption to services being delivered.

The Government review of Youth Justice Services (Charlie Taylor Review) is currently underway with a report due to be published imminently. It is anticipated that this will have significant implications on service delivery, which would need to be considered on publication. In light of the Charlie Taylor Review, there is a suggestion that devolution is a possibility in respect of the delivery of Youth Justice Services. Local implications of this could mean the absorbing of statutory function of YOT into wider Childrens Services. HYOT are considering alternative models of delivery and are aligning its on statutory functions to the wider Youth Strategy.

## **Appendix 1 – Annual Report**

### **Harrow Youth Offending Team Annual Report 15-16**

This annual report provides detailed information on the progress made over the last year in relation to addressing youth offending trends in Harrow and the performance of the Youth Offending Team (YOT). In addition the report considers priorities for the service for the forthcoming year 16/17.

#### **Our Vision**

Creating a Safer Harrow and Positive Futures for Young People and Their Families.

#### **Overview**

The Harrow Youth Offending Partnership Youth Justice Plan, set the following key priorities for 15/16

- Reduce youth reoffending and the use of custody and remands
- To support the delivery of the Troubled Families (Together With Families) agenda
- To ensure that Looked After Children known to YOT have the best life chances
- To respond to Child Sexual Exploitation
- To ensure risk of harm / reoffending, planning and interventions are of high quality and produce good outcomes
- To ensure compliance with Working Together and the work of the Harrow LSCB.

#### **Key challenges in the last year have included:**

- Integration of a new database
- Recruitment of permanent staff to the revised model of delivery
- Financial constraints impacting on resources to support reduction in reoffending
- Move of Out Of Court Disposals under the remit of Youth Offending Team

#### **Youth Crime**

Overall youth crime continued to show a year on year decrease. However 2015/16 has seen an increase in the numbers of young people committing crime, 132 compared to 105 the previous year.

2015/16 has also seen a change in the distribution of disposal types being issued. The most notable change is a decrease in the proportion of Referral orders (first tier disposals), with 50.8% compared to 64.3% for the previous year and an increase in the proportion of Youth Rehabilitation Orders (community disposals), with 36.9% compared to 22.1% for the previous year. This could be attributed to the change in Out Of Court Disposals which allows police the opportunity to deal with a wider range of offences outside of a court process, whilst still ensuring there is a substantive outcome in relation to the offence. Factors such as admittance of guilt and levels of remorse are taken into account when considering these options.

#### **National Data – YJB**

Harrow YOT continues to have comparably good results for custody rates with a decrease of 0.21 and a current rate which is lower than National, London and YOT family comparators.

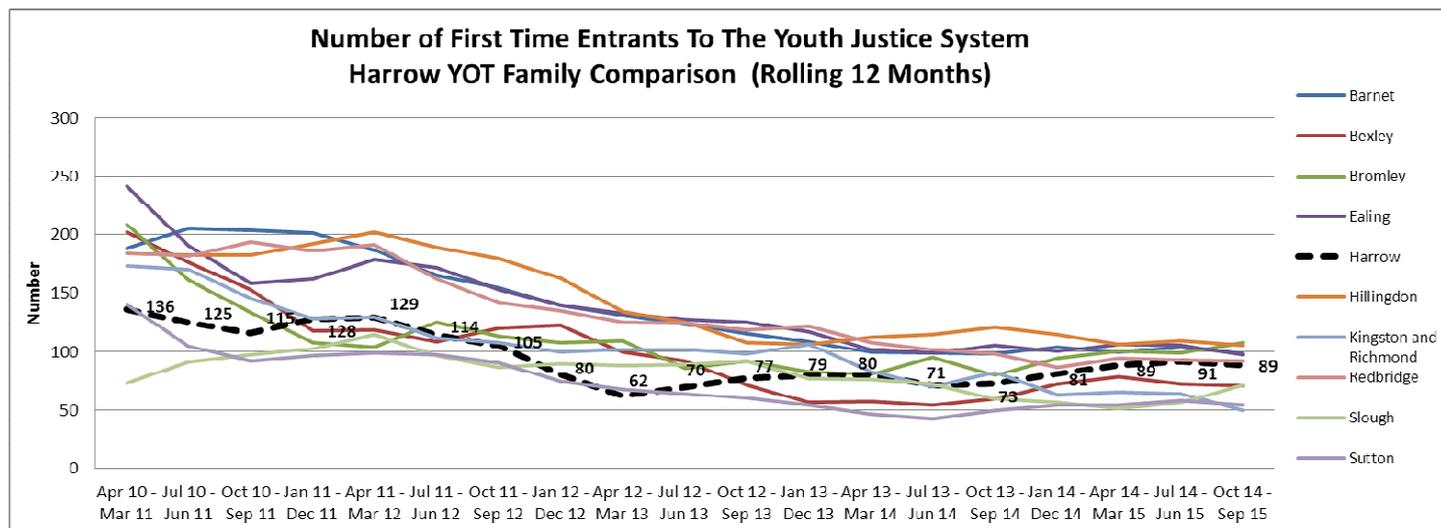
First Time Entrants have increased by 20.3% in the latest reporting period (14-15).

A National Standards Audit conducted in September 2015 identified a need to make significant improvements in relation to Preventing Offending (National Standard 1) which has a direct impact on First Time Entrants. Since January 2016, the prevention arm of the YOT (Triage) function has moved under the management of the YOT service (from the Early Intervention Service). Performance issues have been managed to ensure all young people who are subject to Triage intervention receive an assessment and needs based intervention. The audit also identified under National Standard 2 (Out of Court Disposals) standards were met, demonstrating further evidence to align all functions under the YOT, as Out of Court Disposals were already being managed by the YOT. The current redesign of the Early Intervention Service continues to focus on strengthening preventative services within the YOT which will assist in reducing the number of First Time Entrants and support to improve this outcome indicator.

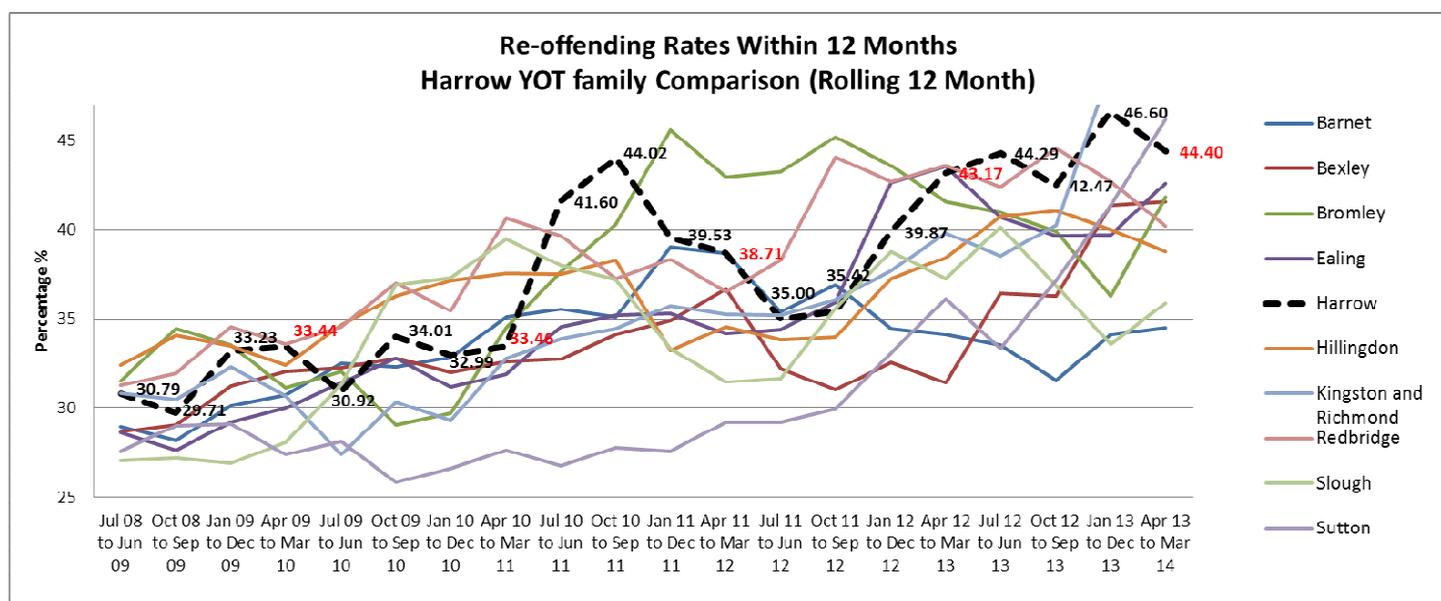
Re-offending remains a challenge with the latest figure showing a 1.2% increase on the previous year, which comes in higher than National, London and YOT family averages. Increased reoffending rates continue to be a national issue across Youth Offending Services and on-going analysis demonstrates the complexity of this cohort, which include significant welfare related factors contributing to repeat offending.

	Harrow	London	YOT Family	England
<b>FTE PNC rate per 100,000 of 10-17 population</b> <b>**Good performance is typified by a negative percentage</b>				
Oct 14 - Sep 15 (latest period)	379	419	320	376
Oct 13 - Sep 14	315	428	310	426
percent change from selected baseline	20.5%	-2.0%	3.2%	-11.8%
<b>Use of custody rate per 1,000 of 10 -17 population</b> <b>**Good performance is typified by a low rate</b>				
Jan 15 - Dec 15 (latest period)	0.21	0.67	0.37	0.40
Jan 14 - Dec 14	0.43	0.75	0.45	0.44
change from selected baseline	-0.21	-0.08	-0.8	-0.04
<b>Reoffending rates after 12 months</b>				
Re-offences per offender - Apr 13 to Mar 14 cohort (latest period)	2.59	3.00	2.82	3.13
frequency rate - Apr 12 - Mar 13 cohort	2.50	2.79	2.66	2.99
change from selected baseline	3.7%	7.8%	6.0%	4.7%
frequency rate - Apr 13 to Mar 14 cohort (latest period)	1.15	1.31	1.17	1.19
frequency rate - Apr 12 - Mar 13 cohort	1.08	1.16	1.04	1.08
change from selected baseline	6.6%	12.6%	12.7%	10.2%
Binary rate - Apr 13 to Mar 14 cohort (latest period)	44.4%	43.5%	41.6%	37.9%
binary rate - Apr 12 - Mar 13 cohort	43.2%	41.6%	39.2%	36.0%
percentage point change from selected baseline	1.2%	1.8%	2.5%	1.9%

The below graphs show YJB data in comparison to Harrow's "YOT Family" against the following three outcome indicators: Reducing First Time Entrants, Reducing Reoffending and Reducing the use of Custody.



Between 2010/11 and 2013/14 there had been a steady year on year decrease in the number of first time entrants to the Criminal Justice System, which is reflective of national and statistical neighbour trends. However, Harrow has seen an increase of 20.3% in First Time Entrants in the latest reporting period (Oct 2014 - Sep 15) with 89 individuals compared to 73 in the previous year (Oct 2013 - Sep 14). This change is not reflective of the national picture, where there has only been a small increase in the YOT family average (3.2%) and a continued decrease in the National average (11.7%). The rate per 100,000 has increased for Harrow in the latest reporting period (Oct 2014 - Sep 15) with 379 compared to 315 in the previous year (Oct 2013 - Sep 14). The current rate is now higher than YOT family averages (320) and slightly higher than National averages (376).



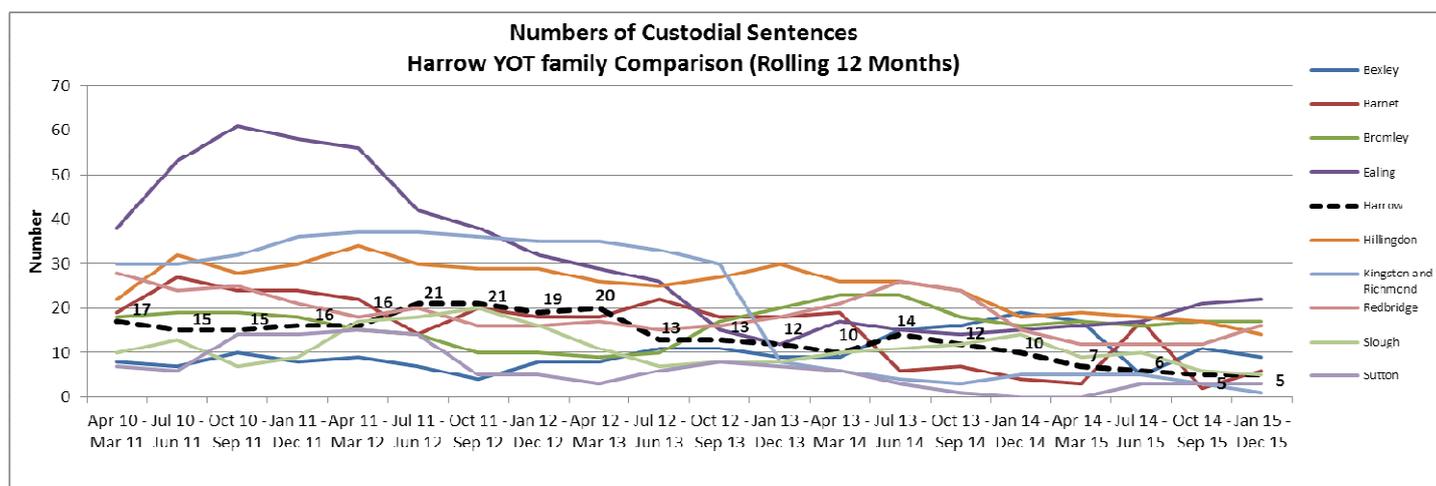
The YJB official Re-offending statistics operate at a lag with the latest available reporting period for Apr 13 - Mar 14.

Within the YOT family data shows an increase in Re-offending. This upward trend is also reflected across London and National figures and is a recognised area for improvement across youth justice services and partnerships.

In the latest reporting period (Apr 13 – Mar 14) the Re-Offending Rate is at 44.4% bringing Harrow to the 3rd highest in the YOT family. This rate is higher than the National average (37.9%), the London average (43.5%) and the YOT family average (41.6%). The increase for Harrow compared to the same period last year (Apr 12 – Mar 13) is 1.2% which again is reflective of the national picture.

Harrow's most recent Re-offending rate accounts for 71 re-offenders from a cohort of 160. The size of the cohort and the number of re-offenders have decreased consistently over time, with exception of the last 3 quarters where there has been a notable rise to 160 compared to 140 three quarters ago. The numbers of re-offences has also started to increase in the last few quarters from 60 during the same period in the previous year (Apr 12 – Mar 13) to 71 in the current quarter.

The alternative measure for Re-offending is the frequency rate which measures the average number of re-offences per re-offender rate. In the latest reporting period (Apr 13 - Mar 14) the average number of offences committed by reoffenders was 2.59.



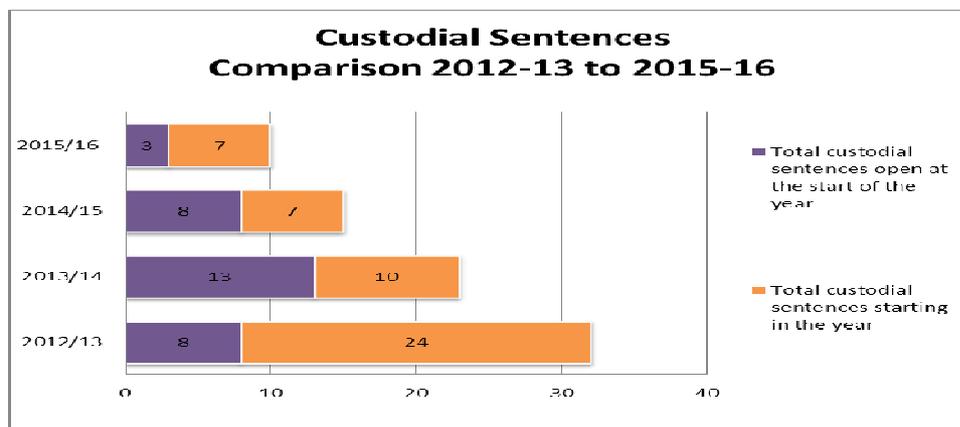
Over the past 3 years, Harrow's numbers in custody have been varied, ranging from 5 and 21 in any 12 month rolling period. The last quarter continues to show a significant decrease in figures with only 5 custodial sentences for the latest 12 month rolling period (Jan 15 - Dec 15). Harrow's current figure of 5 (Jan 15 - Dec 15) compares to 10 (Jan 14 - Dec 14) for the same period in the last year and is the lowest it's ever been for Harrow.

The custody rate per 1,000 indicators allows for a better comparison between YOT's performance. Overall, Harrow's latest position (Jan 15 - Dec 15) of 0.21 is the 3<sup>rd</sup> lowest and is lower than National average (0.40), London average (0.67) and YOT family average (0.37).

## LOCAL DATA

### Use of Custody

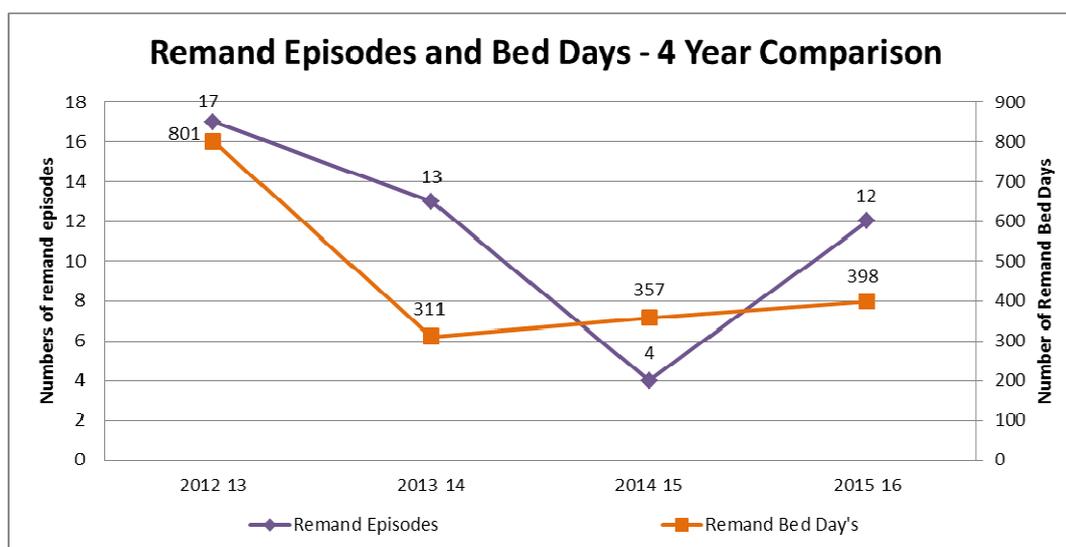
Annual Numbers in custody April – March	2012/13	2013/14	2014/15	2015/16
Total custodial sentences open at the start of the year	8	13	8	3
Total custodial sentences starting in the year	20	10	7	7
Total in custody during year	28	23	15	10
Rate per 100,000	0.84	0.42	0.30	0.30



Over the past 3 years Harrow has seen considerable decreases in custodial sentences, from 28 in 2012/13 to 23 in 2013/14 and 15 in 2014/15. At the start of 2014/15 Harrow had 3 young people on custodial sentences, there have been a further 7 new custodial sentence's during the year.

### Use of Remand

Annual Remand Figures April - March	Remand Episodes	Remand Day's	Bed
2015-16	12	398	
2014-15	4	357	
2013-14	13	311	
2012-13	17	801	



There was a significant dip in those remanded in 2014-15 however this has increased again in 2015-16 to 12 young people. This accounts for two cases that were already open at the start of the year and 10 new remands starting in the year. Although the increase of 10 remands is of concern, further analysis showed the following outcomes for the young people:

- 1/10 is still subject to a remand status
- 4/10 went on to receive a custodial sentence
- 2/10 were sentenced as adults
- 2/10 were released on bail during the remand period and went on to receive robust community sentences
- 1/10 received a community proposal on sentence

All of these offences were considered serious and crossed the legal threshold of receiving custodial sentences. It is positive to note that despite being remanded, post a thorough assessment HYOT were able to offer robust bail support to two cases. This then led to community disposals demonstrating a confidence from sentencing courts in HYOT's ability to ensure the public are protected whilst managing high risk cases within the community. In addition those where custodial sentences were received the offences were deemed so serious, that despite robust community proposals being offered, magistrates felt custody was the only option.

### **Data Summary – Outcome Indicators**

**FTE** - From Oct 2014 - Sep 15, compared to the same reporting period of Oct 2013 – Sep 14; HYOT have an increase of 20.5%, which accounts for 16 more young people entering the system. However the latest reporting period although demonstrates an increase, does account for less young people. The reporting period from January 2014-December 2014 showed 82 young people identified as FTE's, and in January 2015-December 2015 accounted for 86 young people as FTEs. The latest reporting period shows there was an increase, but at a lesser rate of 4 young people.

**Reoffending** – There has been a national increase in reoffending rates, and HYOT figures also demonstrate an increase (although at a lesser rate than national averages). The cohort from July 2013 – June 2014, demonstrates that 66 young people (who reoffended) are responsible for 185 offences, which is an average of 2.8 offences each. This is an increase of 0.6% from the year before. Further analysis of this cohort will continue to take place to assist in understanding trends and informing future resource allocation.

**Use of Custody** – HYOT has consistently demonstrated a reduction in the use of custody despite working with more serious offending. This evidences an increased confidence from courts, in HYOT's ability to safely manage complex cases within the community. HYOT's latest position of 0.21 is a significantly lower custody rate than the national average of 0.40

### **ETE**

<b><u>Current ETE for Open Interventions</u></b>							
<b>Actively engaged in ETE</b>	<b>Total In Age Group</b>	<b>Total Actively Engaged</b>	<b>% Actively Engaged</b>	<b>Engaged in ETE for less than standard Hrs.</b>	<b>% Engaged in ETE for less than standard Hrs.</b>	<b>Total NEE T</b>	<b>% NEET</b>
Statutory School Age (25+ Hrs. ETE)	35	26	74.3%	5	14.3%	4	11.4%
Non Statutory School Age (16+ Hrs. ETE)	36	18	50.0%	1	2.8%	17	47.7%
<b>Total</b>	<b>71</b>	<b>44</b>	<b>62.0%</b>	<b>6</b>	<b>8.5%</b>	<b>21</b>	<b>29.6%</b>

Rates for young people in Education, Training or Employment (ETE) have been variable over the year. Harrow's local target is 75%. The most recent ETE figure which represents the current ETE status of the open caseload (End March 2016) is displayed in the table above and is 62.0%, this compares to 64.0% at the same point in the previous year (End March 2015). The focus on ETE is reflected in the structure of the YOT, where a full time education specialist has been appointed (April 2016) to assist in prioritising education for those in the criminal justice system.

### **Ethnicity and Gender**

Due to Harrow's unique demography, it is difficult to make comparisons to National and London averages for the ethnicity of young offenders. Thus, all ethnicity comparisons are made against the local demographic make-up of the 10-17 year old population.

Asian/Asian British makes up 41.1% of Harrow's 10-17 population, yet accounts for 15.3% of the young offending population in 2015/16. Asian/Asian British have been consistently under represented over the past 5 years, but have fallen to the lowest yet in 2015/16

Young people of Mixed Ethnicity make up 8.8% of Harrow's 10-17 population. This rate had been relatively stable over the past 4 years and 2015/16 is the first time there has been a significant increase in the offending population.

2013/14 and 2014/15 had seen a decrease in the proportion of white young people, bringing it back in line with the local average. In 2015/16 with an increase to 39.7%, meaning that the white population is now over represented in youth offending services.

The most notable difference between local demographics and youth offending demographics can be seen in the Black/African/Caribbean/Black British group. This group are considerably over represented, making up only 12.9% of Harrow's 10-17 population but 28.2% of the youth offending population in 2015/16. Over the past five years this group have been consistently over represented in youth offending services but the figure has been falling over the past two years since 2013/14 with 32.4% in 2014/15 and 28.2% in 2015/16.

Over the past 5 years harrow's figures have been variable between 13.4% female to 17.1% female. The 2015/16 breakdown is 15.9% females (21) and 84.1% Males (111). Harrow has a lower proportion of females convicted of an offence (15.9%) compared to the National Average (17.8%).

### **Internal Performance Measures**

Internal performance measures continue to be reported on, however there was a significant gap in performance monitoring from August 2015 to February 2016. This was due to a database migration from YOIS to Capita One Youth Justice and affected the timeliness of paperwork and case notes being recorded onto the system.

There have been on-going concerns regarding the new database both from a technical and performance perspective. (Details of impact on service delivery are provided in section headed "IT and Assetplus"). A dip in performance during Q3, linked to a lack of performance reporting has had an impact on the full year figure, and demonstrates an overall decrease in all performance indicators

In addition, the restructure of the service also took place which also affected the timeliness of performance. The YOT experienced some significant transitions from agency to permanent staff who were then expected to reassess cases and complete relevant paperwork. These combined issues caused significant disruption to the performance management of the service.

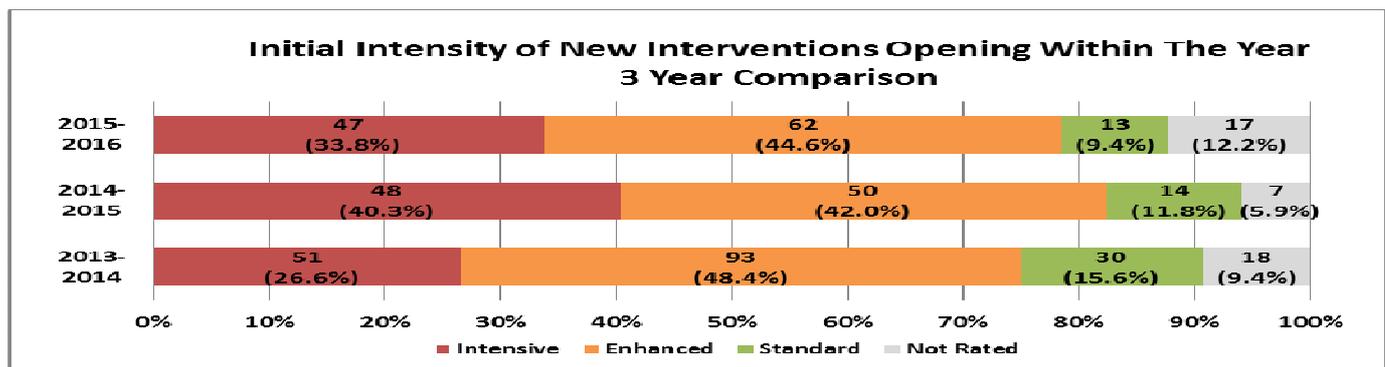
Weekly performance reports are now available and monthly reports continue to be shared with YOT Partnership Board which offers appropriate challenge and oversight to ensure timeliness of performance improves.

Target	Description of Measures/Indicators	Q4 2014-15	Full Year Figure 2014-15	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Full Year Figure 2014-15	Q4 comparis on between 2014/15 and 2015/16	Full year comparis on between 2014/15 and 2015/16

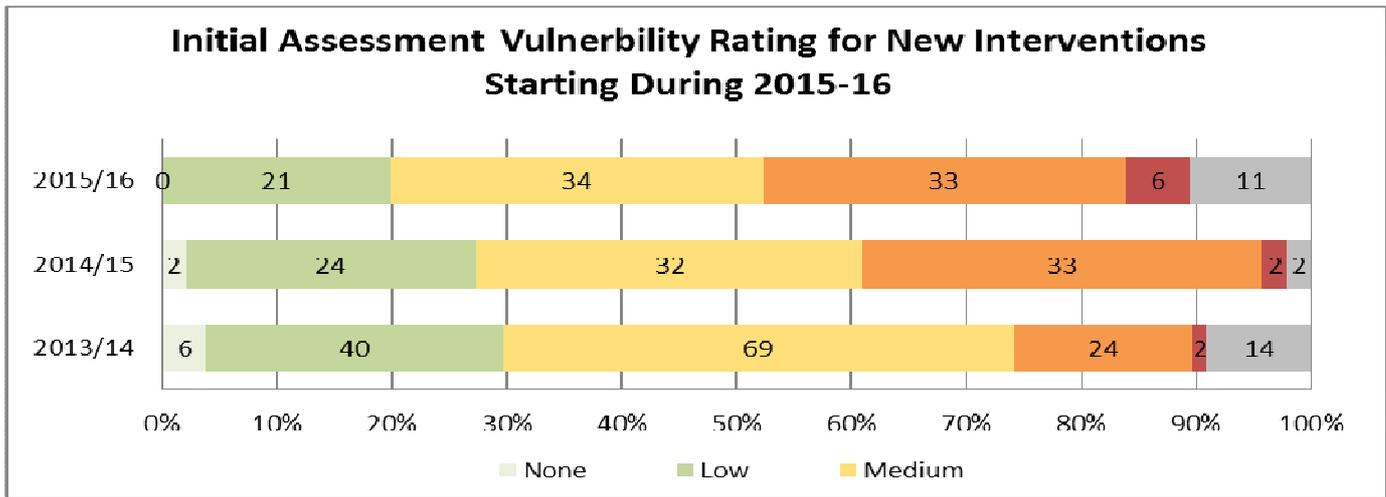
1	% ASSETS Completed within 15 days (20 days for referral orders)	90.9 %	90.7%	78.1 %	75.8 %	70.4 %	56.5 %	73.4%	-34.4%	-17.3%
2	% Interventions with Plans completed within 15 working days (Referral Orders - 20 days)	59.4 %	72.4%	57.1 %	76.9 %	35.0 %	33.3 %	53.5%	-26.1%	-18.9%
3	% ROSH's (Risk of Serious Harm Assessment) that were countersigned in period	94.0 %	90.3%	59.3 %	93.3 %	71.4 %	65.0 %	69.4%	-29.0%	-20.9%
4	% Risk Management Plans (RMP) and Vulnerability Management Plans (VMP) countersigned in period	83.3 %	91.9%	56.8 %	61.5 %	60.6 %	66.7 %	61.9%	-16.6%	-30.0%
5	Of those appropriate for Home Visits, % having them within 28 days of the intervention start	67.9 %	74.0%	56.0 %	52.8 %	31.8 %	61.1 %	50.5%	-6.8%	-23.5%
6	What do you think forms - Proportion of current caseload having a what do you think form? (proportion of start ASSET's having a what do you think form)	75.9 %	87.5%	29.6 %	-	-	-	-	Data not available	Data not available
7	Education Training & Employment - Proportion of young offenders who are 'Actively engaged' in education, training and employment (ETE) currently. Based on current caseload (25+hrs for statutory school age and 16+ hrs for 17-18 year olds) (This does not include those in custody or on remand)	64.7 %	64.70%	69.9 %	-	-	60.3 %	60.3%	-10.9%	-4.4%

### Caseloads / Intensity Levels

In 2015 / 2016 there has been an overall increase in the number of interventions starting in the year (139) compared to the previous year (119). The below graph shows the assessed levels of intensity at the start of the intervention. (Assessed levels of intensity determine the minimum number of contacts a young person has as part of their court order). Although there was not a significant shift in those assessed as “intensive” (requiring the most amount of contact), there was an increase in those assessed as “Enhanced” at the start of the order demonstrating an increase in the complexity of cases entering the Youth Justice System.



In addition assessed levels of Vulnerability has shown a notable increase in those assessed as having very high/high vulnerability with 5 (4.8%) cases assessed as having very high vulnerability and 18 (17.1%) cases assessed as having high vulnerability. There is a significant decrease in the numbers having low vulnerability with 31 (29.5%) in 2015/16 compared to 38 (40.0%) in 2014/15. Again this demonstrates that the YOT are robustly identifying and assessing levels of vulnerability from the onset. See below table:



### YOT and Looked After Children

A snapshot of the YOT current caseload in May 2016 shows that there were a total of 12 young people who were looked after, this represents 13.3% of the YOT caseload. A total of 33 young people were classed as Children In Need (36.7%), and 5.6% were subject to Child Protection Plans. Of the 12 young people classed as Looked After the following is a breakdown:

- 9/12 were Looked After prior to entering the Criminal Justice System
- 2/12 became Looked After due to a remand episode through the criminal justice route (One Remanded to custody and one Remanded to LA care).
- 1/12 became looked after during the course of their YOT order, but not due to a remand status.

The snapshot data shows that on the whole a higher proportion of the CLA caseload are re-offenders than the general YOT population. Of the 12 young people looked after, 11 (91.6%) had been re-offenders with only 1 (8.3%) being first time entrants. Two thirds of the 12 young people had been looked after before becoming involved with the YOT and the rest had become looked after during either the current or a previous YOT intervention.

An independent review chaired by Lord Laming, established by Prison Reform Trust in 2016, highlighted the following:

*“...Around half of the 1,000 children currently in custody in England and Wales have experience of the care system. This is despite fewer than 1% of all children in England, and 2% of those in Wales, being in care..”*  
*“...94% of looked after children in England and Wales do not get into trouble with the law...”*  
*“...Nonetheless, children in care are significantly over represented in the criminal justice system and in custody, where many have a particularly poor experience...”*  
*“...Children in care who are at risk of offending need consistent emotional and practical support From their carers and other professionals and are likely to be especially vulnerable when they leave care..”*

The picture for Harrow is not dissimilar to the National picture in terms of repeat offending and resources are continuously being targeted to support these particular groups, such as ensuring programmes such as Summer Arts College are made accesible to these groups.

### Interventions

Despite significant reductions in budgets HYOT continue to try and source the opportunity to deliver creative interventions. HYOT are due to embark on sessions with a Charity called Street Doctors. Street Doctors are medical students who volunteer their time to deliver training to groups of young people on the impact of knife

crime and first aid in relation to someone who has been stabbed. Where HYOT has seen a significant increase in Carrying of Offensive Weapon, this is a key intervention in raising awareness of the impact of and seriousness of knife crime.

Due to the success of the Tallships Project last year run in conjunction with Harrow School, HYOT have again committed to supporting the project and are in the process of fundraising to support 10 young people to sail across the English Channel.

A cohort of 12 young people are also undergoing the Mental Toughness Programme delivered by Early Intervention Colleagues, which is designed to increase emotional resilience amongst young people which is often associated with offending behaviour.

Colleagues in Compass are also due to deliver bespoke Cannabis awareness groups to young people on a regular basis, drug offences are currently in the top 3 offences in Harrow amongst young people, with Violence Against the Person and Theft also featuring.

HYOT have applied for grant funding to run a Summer Arts College for our most vulnerable and high risk young people. This has been approved and a detailed report regarding impact will be provided in due course.

### **IT / Assetplus**

Harrow YOT have suffered from significant IT issues and this has been exacerbated by the implementation of a new database. The issues have included significant performance issues impacting speed of the new database, as well as technical issues of not being able to produce reports which are required to submit returns to the Youth Justice Board.

All issues have been reported at the YOT Partnership Board as well as the Youth Justice Board and a representative from Capita One (Database providers) now attends the YOT board to provide regular updates on progress being made against an Action Plan. The Action plan is circulated weekly to relevant senior managers to ensure there is accountability and any barriers to progress are removed as swiftly as possible.

Assetplus is a new assessment and planning interventions framework developed by colleagues at the Youth Justice Board (YJB) which replaces the current Asset framework. It has been designed to provide a holistic “end to end” assessment and intervention plan, allowing one record to follow a child’s journey throughout their time in the criminal justice system.

HYOT are amongst the last YOT’s nationally to “go live” with this revised assessment tool. Staff will be trained on the new assessment framework and a go live date has been agreed for October 2016 where all new cases will commence on the new assessment framework and it is aimed that all staff will be trained in the use of Assetplus on the Capita database.

It is recognised that the shift to a new assessment framework will require a review of the current performance measures to establish improved quality reporting as well as maintaining some reporting of National Standards such as timeliness of assessments. Management oversight will also continue to be reported on, however there will be a need to identify what would be the most effective form of management oversight performance reporting, as this needs to demonstrate managers are signing off quality assessments, and also ensuring this is done in a timely manner.

### **Safeguarding**

Harrow YOT are established members of the MASE panel. In a peer review undertaken in 15-16 highlighted positive practice in YOT’s ability to identify CSE concerns. See quote below taken from peer review draft report:

*“Was the referral for action timely for the child? 3 – (Good). A MASE referral was compiled in Oct 2014 for CSE vulnerability this showed a good early awareness of her potential CSE vulnerability by the YOT Social worker who had identified a number of concerning circumstances (for the then aged 13 child). The MASE referral was very comprehensive in identifying the CSE risks”.*

There were no reported Community Safeguarding and Public Protection Incidents in 15-16.

### **Staffing / Resource**

A Redesign of the service in 14-15 supported a structure that was fit for purpose and focussed on increasing frontline practitioners to manage ever increasing complex cases, as well as establishing a full time education worker and 1.5 Restorative justice workers; all elements which are considered key to delivering successful youth justice services. Harrow YOT was successful in attracting experienced high quality practitioners and now has a fully permanent workforce.

A joint Head of Service post to manage Early Intervention Services and YOT was also created, which supports the delivery of early identification of those at risk of offending, whilst ensuring resources are readily accessible to support this work.

Harrow YOT continues to access training via LSCB and the YJB inset calendar.

### **Charlie Taylor review of YJ**

The government is undergoing a review of all Youth Justice Services which is being led by Charlie Taylor. HYOT have contributed to this review, findings of which will be published in Summer of 2016. There is a significant focus on reimagining the youth custody facility as an education facility first and the reduction of young people entering custody has been recognised as a success. It also recognises the reduction of First Time Entrants into the Youth Justice System meaning there needs to be continued support to preventative work. Nonetheless the national increase in reoffending is of concern and has recognised that as a direct result of a reduction of those entering the system, Youth Offending Teams are left with a cohort of complex cases needing intensive support to assist in them exiting the Youth Justice System. Reform of the current system and Rehabilitation are key messages to assist in reducing serious youth violence and crime committed by young people.

### **Key achievements for 15-16**

- Reducing the use of custody
- Identifying and assessing safeguarding needs
- Permanent workforce

### **Key priorities for 16 – 17**

- Reducing reoffending
- Implementation of revised assessment framework
- Increasing capacity with preventative activities as a result of the redesign of the Early Intervention Service
- Work closely with IT providers to improve system performance and reliability

### **Appendix 2 – Management Board Members**

Name	Role and organisation	Contact Details
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Paul Hewitt Chair	Divisional Director Children and Families	Paul.Hewitt@harrow.gov.uk
Mike Paterson	Metropolitan Police Detective Chief Inspector	Mike.paterson@met.pnn.police.uk
Errol Albert	Head of Service Youth Offending Team, Early Intervention Service and Children's Centres	Errol.Albert@harrow.gov.uk
Aman Sekhon-Gill	Team Manager, YOT	Aman.Sekhon-Gill@harrow.gov.uk
David Harrington	Head of Business Intelligence	David.Harrington@harrow.gov.uk
Paa-King Maselino	Head Teacher The Helix Pupil Referral Unit	Paa-King.Maselino@harrow.gov.uk
Mike Herlihy	Youth Magistrate and former Chair of NW London Youth Panel	hamlin.herlihy@talktalk.net
Antony Rose	Assistant Chief Officer, National Probation Service	Antony.rose@probation.gsi.gov.uk
Russell Symons	Senior Probation Officer, Probation Service	russell.symons@london.probation.gsi.gov.uk
Sue Sheldon	Designated Nurse Safeguarding Children Harrow CCG	suesheldon1@nhs.net
Dan Burke	CEO Young Harrow Foundation – Voluntary Sector	Dan.burke@youngharrow.org
Delroy Etienne	Service Manager, COMPASS Harrow	Delroy.Etienne@compass-org.uk
Melanie Woodcock	Service Manager CAMHS	<a href="mailto:melanie.woodcock@nhs.net">melanie.woodcock@nhs.net</a>
Mellina Williamson-Taylor (MWT)	Head of Virtual School – HSIP	<a href="mailto:Mellina.Williamson-Taylor@harrow.gov.uk">Mellina.Williamson-Taylor@harrow.gov.uk</a>
Daniel Haigh	Chief Executive Officer Ignite Trust – Voluntary Sector	daniel.haigh@ignitetrust.org.uk

### **Appendix 3 – Finance Table**

AGENCY	STAFFING COSTS	PAYMENTS	IN	OTHER	TOTAL (£)
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	(£)	KIND – REVENUE (£)	DELEGATED FUNDS (£)	
<b>Local Authority</b>	£597,659.00 (all LA funding including staffing of £452,473)			£597,659.00
<b>Police service</b>		£70,000 (2x FTE Police Officers)		£70,000
<b>National Probation Service</b>		£50,000 (1FTE Probation Officer)		£50,000
<b>Health Service</b>		£16,833 (jointly funded camhs post PT)		£16,833
<b>Police and Crime Commissioner</b>				
<b>YJB Youth Justice Grant (YRO Unpaid work order is included in this grant)</b>	£210,593 (Inc. unpaid work)			£210,593
<b>Other</b>				
<b>Total</b>	£808,252	£136,833		£945,085

#### **Appendix 4 – Staffing structure and breakdown**

<b>Position</b>	<b>Permanency/Agency</b>	<b>Gender</b>	<b>Ethnicity</b>
Head of Service	Permanent	M	Black Caribbean
Team Manager	Permanent	F	Indian
Deputy Team Manager	Permanent	M	British Asian
Deputy Team Manager	Permanent	F	White British
Technical Business Support	Permanent	F	White British
Practitioner	Permanent	F	Black/British/Caribbean
Practitioner	Permanent	F	White British
Practitioner	Permanent	F	White British
Practitioner	Permanent	F	White – Australian
Practitioner	Permanent	M	White British
Practitioner	Permanent - PT	M	White British
Probation Officer	Seconded	F	White British
Practitioner	Agency	M	White British
Practitioner	Agency	F	Black British
Practitioner	Agency – PT	F	White British
Practitioner – Triage	Permanent	F	White British
Restorative Justice Co-ordinator	Permanent	F	White British
Restorative Justice Co-ordinator	Vacant – PT		
Victim Liaison officer	Permanent	F	Black/Caribbean
Education Specialist	Permanent	M	Black British
Clinical Nurse Specialist	Secondment	M	White British
Substance misuse worker	Secondment	F	White British
Police Officer	Secondment	F	White British
Police Officer	Secondment	F	White British
Youth Justice Liaison Diversion Worker	Secondment	M	White - Australian

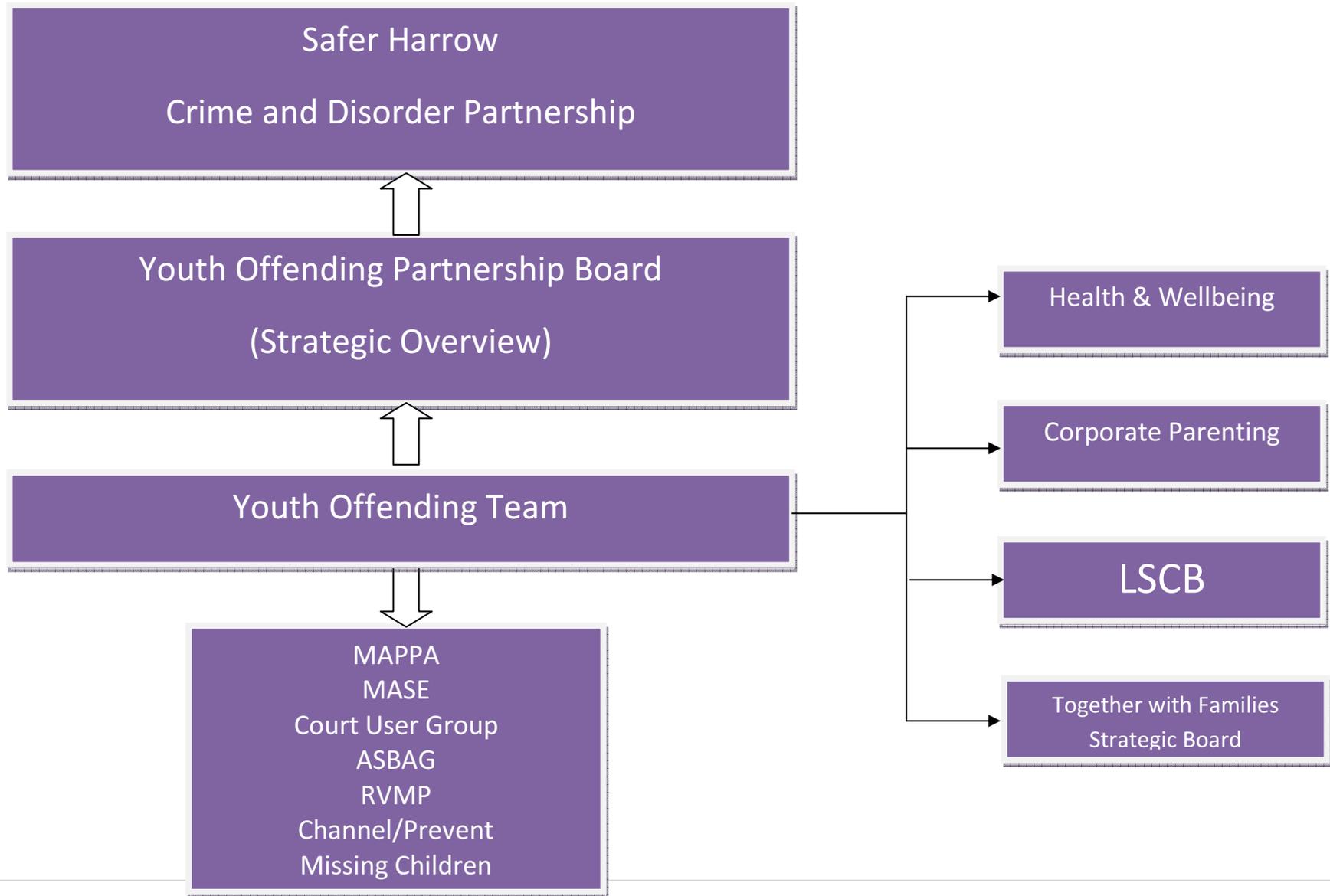
## **Appendix 5**

## **Glossary of terms**

ASBAG	Anti-Social Behaviour Action Group
CAMHS	Children and Adolescent Mental Health
CCG	Clinical Commissioning Group
CIN	Children in Need
CLA	Children looked after
CRC	Community Rehabilitation Company
CSPPI	Community Safety and Public Protection
CSE	Child Sexual Exploitation
EIS	Early Intervention Service
ETE	Education, Training and Employment
FTE	First Time Entrant
HYOT	Harrow Youth Offending Team
LAC	Looked After Child
LASPO	Legal Aid, Sentencing and Punishment of Offenders Act
LSCB	Local Safeguarding Children Board
MASE	Multi Agency Sexual Exploitation (Panel)
MAPPA	Multi Agency Public Protection Arrangements
MOPAC	Mayor's Office for Policing and Crime
PVE	Preventing Violent Extremism
RJ	Restorative Justice
ROTL	Release on Temporary Licence
YJB	Youth Justice Board
YOT	Youth Offending Team
YJLD	Youth Justice Liaison and Diversion
YJILS	Youth Justice Interactive Learning Space
YRO	Youth Rehabilitation Order

**APPENDIX 6**

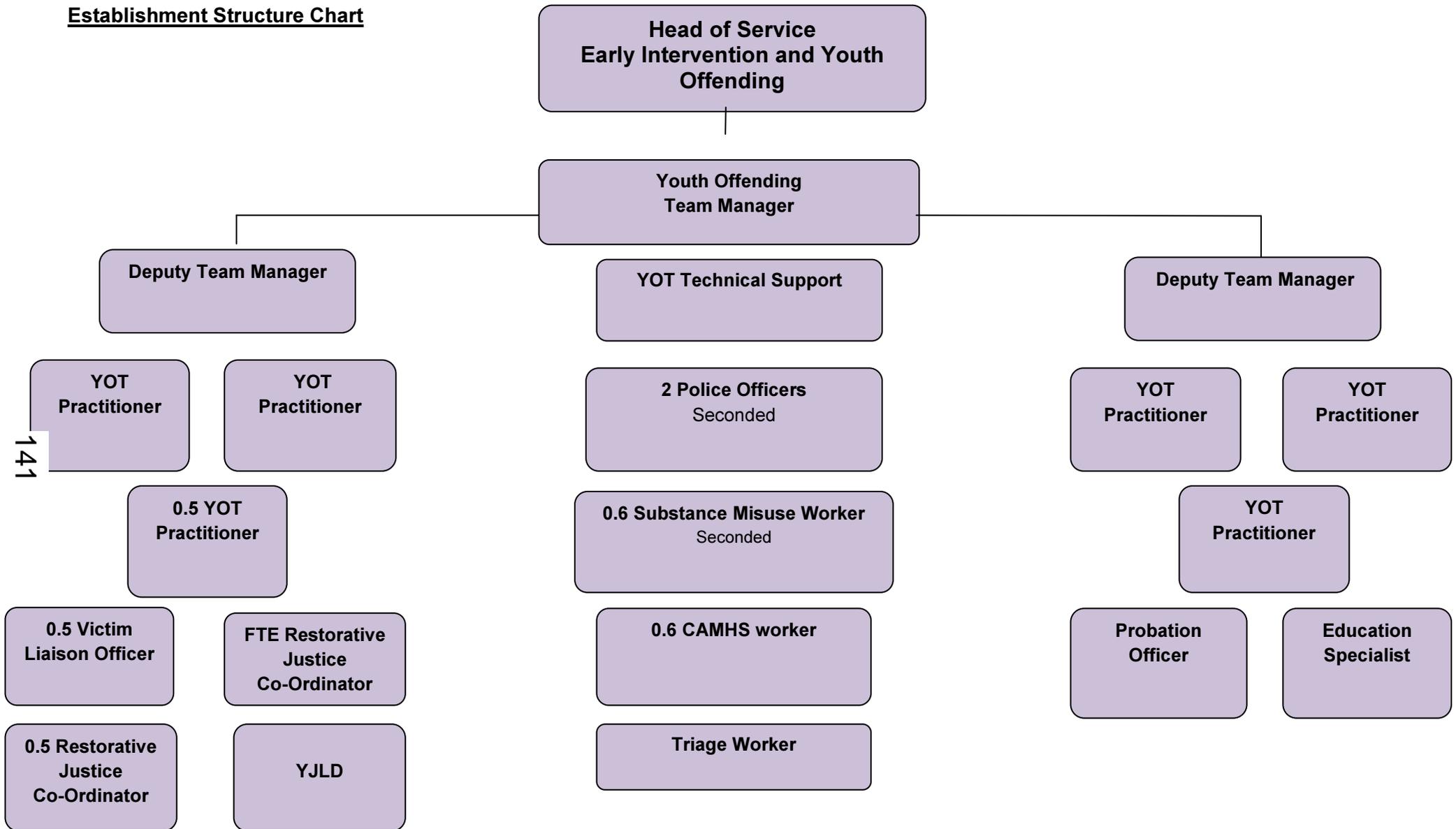
**Structure and Governance**



140

**APPENDIX 7**

**Establishment Structure Chart**



141

## **Appendix 8**

### **Allocation of Good Practice Grant**

<b><u>Area of Delivery</u></b>	<b><u>Activity</u></b>	<b><u>Associated Costs</u></b>
Service delivery improvements	Implementation of Assetplus, including improving casework practice and performance.	£100,593
Reducing FTE's	Strengthen preventative services within the YOT, including improved links with Together with Families work by way of increased data collation with partners and tracking	£40,000
Reducing Re-Offending	Completing further analysis on reoffending cohort to identify trends and triggers.  Development and further investment in programmes and resources targeting reoffending cohort needs.	£30,000
Reducing the Use of Custody	The YOT will continue to ensure robust programmes are available including positive activities for YP to access as part of their bail / resettlement from custody.	£30,000
Restorative Justice work including work with Victims	Identifying creative methods of engagement to support victims of crime and encourage increased engagement in restorative processes	£10,000
		£210,593

142



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# CORPORATE PARENTING PANEL

## MINUTES

### 15 JUNE 2016

<b>Chair:</b>	* Councillor Mitzi Green	
<b>Councillors:</b>	* Mrs Chika Amadi (1)	Kairul Kareema Marikar
	* Christine Bednell	* Janet Mote
	* Simon Brown	
<b>Non-Voting Advisory Member:</b>	* Valerie Griffin	

\* Denotes Member present  
(1) Denote category of Reserve Members

### RECOMMENDED ITEMS

#### 105. Terms of Reference for Corporate Parenting Panel

Members received a report of the Corporate Director of People reviewing the current Terms of Reference for the Panel, together with suggested amendments in track changes.

Having considered the proposed amendments to the Terms of Reference (including purpose and membership), the Panel were of the view that the amendments be referred to Cabinet for approval.

#### **Resolved to RECOMMEND: (to Cabinet)**

That the revised Terms of Reference be approved and recommended to Council for inclusion in the Council's Constitution and that Council also be requested to agree any changes in Panel membership arising.

**Reason:** To ensure the Terms of Reference are reviewed and updated in line with good practice and guidelines.

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**REPORT FOR: Corporate Parenting Panel**

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**Date of Meeting:** 15 June 2016

**Subject** Terms of Reference For Corporate Parenting Panel

**Key Decision:** No

**Responsible Officer:** Chris Spencer,  
Corporate Director People

**Portfolio Holder:** Councillor Christine Robson,  
Portfolio Holder Children and Families

**Exempt:** No

**Decision subject to Call-in:** Yes (following consideration by Cabinet)

**Wards affected:** All Wards

**Enclosures:** Current Terms of Reference with suggested amendments in tracked changes

## **Section 1 – Summary and Recommendations**

This report sets out to review the current terms of Reference for the Corporate Parenting Panel and suggest amendments in line with good practice

### **Recommendations:**

- (1) To consider the proposed amendments to the Terms of Reference (including purpose and membership) of the Corporate Parenting Panel;**
- (2) to recommend to Cabinet that the revised Terms of Reference be approved and recommended to Council for inclusion in the Council's Constitution and that Council also be requested to agree any changes in Panel membership arising.**

**Reason: To ensure the Terms of Reference are reviewed and updated in line with good practice and guidelines**

## **Section 2 – Report**

The current terms of reference for the Corporate Parenting Panel can be found attached. Suggested amendments are in track changes. If the Corporate Parenting Panel make changes these will need to be forwarded to Cabinet for approval

### **Risk Management Implications**

There are no additional risks identified

### **Legal Implications**

Proposed recommendation would amend the Council's constitution if adopted by Council.

## Financial Implications

No additional costs have been identified

## Equalities implications / Public Sector Equality Duty

The terms of reference outline how the Corporate Parenting Panel can ensure all Children Looked After are cared for appropriately and offered a range of services to meet their needs

## Council Priorities

The updated terms of reference support the council priorities of supporting the vulnerable

## Section 3 - Statutory Officer Clearance

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 6 June 2016		
Name: Helen Ottino	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 7 <sup>th</sup> June 2016		

<b>Ward Councillors notified:</b>	<b>NO, as it impacts on all Wards</b>
<b>EqlA carried out:</b>	<b>NO</b>
<b>EqlA cleared by:</b>	

## **Section 4 - Contact Details and Background Papers**

### **Contact:**

Peter Tolley, Head of Service Corporate Parenting  
Email : [Peter.Tolley@harrow.gov.uk](mailto:Peter.Tolley@harrow.gov.uk)  
Tel : 020 8736 943

### **Background Papers:**

NONE

# CORPORATE PARENTING PANEL

## Terms of Reference

### Purpose

1. To ensure that the Council is fulfilling its duties towards Children Looked After corporately and in partnership with other statutory agencies.
2. To consider matters referred to the Panel within its terms of reference and to make recommendations to Cabinet/Portfolio Holder as appropriate including:
  - a) Approving annually the Statement of Purpose for the Adoption Service;
  - b) Approving annually the Statement of Purpose for the Fostering Service;
  - b)c) To ensure all councillors are aware of their corporate parenting responsibilities through Mandatory training and communication.

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### Role of the Panel

1. To take an overview of the Council's and partner agencies responsibilities towards looked after children.
2. To examine ways in which the Council as a whole and partner agencies can improve the life chances of looked after children and care leavers.
3. Ensure there are good joint working arrangements between council departments and partner agencies.
- 3.4. To consider and regularly review on an annual basis a Corporate Parenting Strategy setting out key priorities and areas for action. The Corporate Parenting Strategy will be submitted to full council for consideration and decision on approval.
- 4.5. To provide a forum for Children Looked After (CLA) to participate and influence policy and enable CLA to have opportunity to talk about issues relating to their own direct experiences of services they have received. Hence the Board will ensure that the positive experiences/services are maintained and lessons are learnt and changes made in the areas that require improvements.
- 5.6. To comment on and contribute to plans, policies and strategies for looked after children and make appropriate recommendations for action.

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7. To have a monitoring role, by receiving regular progress reports and data on a ~~number of key~~ all key Performance Indicators for all CLA e.g. educational attainment (including implementation of Personal Education Plans), health assessments, and implementation of Local Area Agreements

~~7.8.~~ Monitor the plans/needs of children in Secure Accommodation.

~~8.9.~~ To receive regular reports on the needs of care leavers including employment, further education, training and housing.

~~9.10.~~ To receive annual reports on the following services.

- Adoption
- Fostering
- Complaints

~~10.11.~~ To meet with CLA and their carers on a regular basis to consult and celebrate achievements, festivals etc.

~~11.12.~~ To manage and arrange Member visits to:

- Children's Homes
- Foster Placements
- Frontline Services (as indicated in the Victoria Climbié Audit).

## Membership

The Corporate Parenting panel will comprise:

A proportionate number of 6 Elected Members

Service Users, Carers and Schools (Non-Voting)

- ~~2 Children Looked After~~ At least one Care leaver
- ~~2~~ 1 Foster Carers
- ~~1~~ Virtual Head Teacher

Senior Officers (advisers to the Panel – to attend as appropriate to the work of the Panel)

- Director of Children's Services
- ~~Group Manager + Children and Families~~ Divisional Director Children and Young People
- ~~Group Manager Safeguarding and Family Support~~ Head of Service Corporate Parenting
- ~~Group Manager Fostering, Adoption and Residential Care~~
- ~~Senior Professional (Inclusion)~~
- ~~Principal Educational Psychologist~~
- ~~Senior Coordinator (Children Looked After),~~
- ~~CLA Nurse~~

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- Housing Needs Manager
- Business Intelligence

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