

APPENDIX

Council

Thursday 18 July 2019

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

ITEM ON SUMMONS	CABINET / COMMITTEE RECOMMENDATION	ORIGINATING REPORT
	Recommendation I: Cabinet (11 July 2019)	
8.	COMMUNITY SAFETY PLAN	Report of Director of Strategy (Pages 3 - 170)
	Recommendation I: Cabinet (11 July 2019)	
9.	YOUTH JUSTICE PLAN	Report of Divisional Director of Children and Young People Services (Pages 171 - 238)

Recommendation Pension Fund
I : Committee
(26 June 2019)

- | | | |
|-----|---|--|
| 11. | APPOINTMENT OF CO-OPTEE
TO THE PENSION FUND
COMMITTEE | Report of Director of Finance
(Pages 239 - 242) |
|-----|---|--|
-



REPORT FOR: CABINET

Date of Meeting: 11th July 2019

Subject: Community Safety, Violence, Vulnerability and Exploitation Strategy – Annual Refresh

Key Decision: Yes

Responsible Officer: Alex Dewsnap, Director of Strategy

Portfolio Holder: Councillor Krishna Suresh, Portfolio Holder for Community Cohesion and Crime

Exempt: No

Decision subject to Call-in: No

Wards affected: All Wards

Enclosures:

1. Community Safety, Violence, Vulnerability and Exploitation (CSVVE) Strategy
2. Delivery Plan 2019/20
3. Delivery Plan 2018/19 (with progress against actions)

Reference from Overview and Scrutiny Committee

Section 1 – Summary and Recommendations

This report sets out the strategic vision of Harrow's Community Safety Partnership in the Annual Community Safety, Violence, Vulnerability and Exploitation Strategy for 2019-2020.

Recommendations:

Cabinet is requested to:

- 1) Recommend endorsement and adoption of the Community Safety Violence, Vulnerability and Exploitation Strategy 2019-2020 to Council; and
- 2) Authorise the Portfolio Holder for Community Cohesion and Crime 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 July 2019.

Reason: To endorse the Safer Harrow Partnership's Community Safety Violence, Vulnerability and Exploitation Strategy 2019-2020 and adopt it as Harrow Council's Community Safety Plan.

Section 2 – Report

Introduction

All Community Safety Partnerships (known in Harrow as 'Safer Harrow') are required by law to conduct an annual assessment of crime, disorder, anti-social behaviour, substance misuse and reoffending within the borough. This is known as the Strategic Assessment. The Strategic Assessment for 2019 was considered at O&S in April 2019. This report also covers the feedback received at O&S in April and how this has been taken into account in developing the strategy.

The Community Safety, Violence, Vulnerability and Exploitation (CSVVE) Strategy sets out the Council's vision for tackling community safety in Harrow and takes into account the findings from our Strategic Assessment 2019. It also includes our vision for Domestic and Sexual Violence.

In developing the CSVVE strategy, the following high volume crimes have been prioritised in agreement with the Mayor's Office for Policing and Crime (MOPAC):

1. *Burglary*
2. *Non-domestic violence with injury*
3. *Anti-social behaviour (ASB)*
4. *Motor Vehicle Crime*

The CSVVE strategy also has a strong focus on the following aspects of high harm crime which reinforce the commitment to tackle violence, vulnerability and exploitation in the borough. This also firmly echoes the current Mayor's priorities, and includes a renewed focus on tackling Youth Violence. The following areas are seen as priorities in Harrow:

1. *Youth violence, weapon based crime, vulnerability and exploitation. (including gang crime, and Child Sexual Exploitation)*
2. *Modern slavery*
3. *Domestic and sexual abuse*
4. *Drug and alcohol misuse (including tackling the supply of illegal substances, and targeted support for ex-prisoners)*
5. *Extremism and hate crime*

In addition to this we have incorporated our commitments to combat Female Genital Mutilation (FGM) into the strategy in order to ensure a consistent and joined up approach across the Council.

An Executive Summary of the strategy has also been produced which pulls out the strategic priorities and key areas of work we will carry out to achieve these. This will be published alongside the full strategy.

Key Priorities Outcomes We Want to Achieve

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

Reductions in Burglary across the borough

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

Specific outcomes we will be measured upon are:

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

Reductions in Knife related crimes and especially violent crime with knives

Crimes involving knives increased slightly in the last year, but the concern around knife crime in Harrow has risen from 12% in 2016 to 24% in 2018. However, the number of knife crimes that resulted in injury fell as a proportion of overall knife crime from around 50% in December 2017 to 22% in December 2018. Work is ongoing to support the early identification of

individuals at risk / vulnerable to gang association, and as part of this we have invested in an enhanced intelligence gathering system called E-Cins system to allow more effective and earlier interventions.

Specific outcomes we will be measured upon are:

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

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

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

Specific outcomes we will be measured upon are:

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

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

ASB covers a number of things from rowdy or inconsiderate neighbours to vandalism and street drinking. In terms of reported incidents, the number of reported ASB incidents fell slightly from 2017 to 2018. However, we know that there will be a number of incidents that aren't reported to the police or Council and these impact on residents and communities lives. Specific actions have

been undertaken in the last year, which have been more place based, for example the Wealdstone action Group, where the focus has been on reducing levels of ASB, which in turn give the community greater confidence to use their local facilities and become more active themselves in their local community. Drug crime is also an emerging area which we will have an increased focus on during 2019/20.

Specific outcomes we will be measured upon are:

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

Reducing the levels of Domestic Abuse (DA) and Supporting Victims

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

Specific outcomes we will be measured upon are:

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

Reducing Hate Crime

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

Specific outcomes we will be measured upon are:

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

Consultation and Engagement

In refreshing the strategy and priorities, consultation and engagement was undertaken with partners, stakeholders and relevant services within the council.

- April – Strategic Assessment debated at Overview and Scrutiny
- April – Emailed CSVVE Strategy to partners represented on Safer Harrow (Police, Probation, Fire, CRC, CCG, LCSB, Harrow Youth Parliament, Young Harrow Foundation) and services (Youth Offending Team, Housing, Regeneration, Policy Team) requesting updates to inform the refresh
- 26th April 2019 – hosted an engagement workshop inviting all partners, stakeholders and services to review the priorities and delivery plan
- 1st May 2019 – Attended the Youth parliament meeting to consult with members of the Parliament to understand the impact of crime on young people and how this can be reflected in the priorities and delivery plan, as well as how the Council and the Youth parliament will work together going forward.
- Liaised with colleagues from the Regeneration team to understand how crime was being designed out through regeneration and included this in the CSVVE strategy
- 13th May 2019 – a workshop attended by officers and partners to discuss the issue of drugs, the impact on crime and possible interventions to address this.
- 13th May 2019 – Shared the draft CSVVE strategy with Safer Harrow for consultation and to be discussed at the meeting on 17th June 2019
- 15th May 2019 - Draft CSVVE strategy shared with wider voluntary sector partners who we collaborate with to deliver key projects within the strategy
- 29th May 2019 – Draft CSVVE strategy taken to CSB for feedback and comments
- 4th June 2019 – Draft CSVVE strategy to O&S for feedback and comments

Responding to Scrutiny's feedback on the Strategic Assessment 2019

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

The findings of the Strategic Assessment have informed the annual refresh of Harrow's Community Safety and Violence, Vulnerability & Exploitation Strategy.

The draft Strategic Assessment was presented to the Overview and Scrutiny Committee on the 9th April 2019.

The final Strategic Assessment is available as an enclosure to this report. In addressing the issues raised at Overview and Scrutiny Committee, the key revisions are:

- Updates to tables and maps
- Addition of data on aggravated burglary
- Clarification of priorities to ensure they are consistent throughout the strategic assessment and with the Strategy
- Correction of dates and typographical errors in the draft document
- Consistency in terminology throughout the documents

Responding to the Recommendations arising from the Youth Violence Scrutiny Review

The Council has recently completed a scrutiny review on Youth Violence in Harrow and the recommendations coming out of the review include:

Recommendation 1: Each time a strategy or policy is reviewed a specific perspective on reducing youth violence should be included.

Recommendation 2: The Council to work in collaboration with the Police and Schools to address the priorities agreed within the CS, VVE Strategy

Recommendation 3: The council to explore interventions that prevent young people from using and dealing drugs.

Recommendation 4: Harrow Council explores the use of early intervention programmes in year 6 of primary schools

The review is also being considered by O&S on the same agenda as the CSVVE Strategy and the YOT Plan, so the recommendations need to be formally agreed. However, once these have been agreed, the intention is to formally incorporate these into the CSVVE Strategy accordingly.

At this stage, recommendations 2-4 have already been considered through the refresh of the CSVVE Strategy. As with all scrutiny reviews, the relevant service managers within the Council will be responding to these recommendations to Cabinet in July this year. We will also work in collaboration with partners and the Voluntary and Community Sector (VCS) to take these recommendations forward. A conversation around possible interventions to prevent young people from using and dealing drugs has already started in the form of workshops with partners and the VCS. Discussions are also being led by a head teacher at Harrow High School looking at establishing a referral process for schools, building on the work already carried out in the Multi Agency Safeguarding Hub (MASH).

Knife Crime Action Plan

The London Knife Crime Strategy was launched in June 2017 and within it was a commitment for every London borough to have a bespoke knife crime action plan created in partnership with the Met Police. The Met Police worked with each Community Safety Partnership (CSP) to develop a local plan, with the understanding that these should be based on a locally developed, partnership analysis of the knife crime problem.

Harrow's Knife crime Action Plan has been developed in consultation with officers across the Council and partners on the Safer Harrow Partnership. This will be reviewed on a regular basis and updates provided to the Mayor's Office for Policing and Crime (MOPAC). The Action Plan has been submitted to MOPAC at the end of May 2019, and is available on request. The actions within it clearly set out some of the activity the partnership are taking around the priorities associated with Youth Violence and are integral to the CSVVE Strategy and YOT Plan.

Options considered

No other option has been considered as it is a statutory requirement for Council to produce an Annual Community Safety Plan. The Community Safety, Violence, Vulnerability and Exploitation Strategy has been updated to reflect changes in the Mayor's Office for Policing and Crime priorities.

Risk Management Implications

Issues of Community Safety are a growing concern, the Council, and partners approach to resolving the current rise in violent crime in the borough are important. The strategy sets out activity that can be delivered within existing resources, but there are still risks given community engagement will be an important part of addressing the issues set out in this strategy and based on further growth in incidents resources will become further stretched..

Procurement Implications

The refresh of the strategy did not include the procurement of services. The projects being delivered in relation to the strategy objectives are funded through the London Crime Prevention Fund (LCPF) which runs for four years. We are currently in the third year of the four year programme.

Legal Implications

The Crime and Disorder Act 1998, as amended by the Police and Crime Act 2009 requires that the Partnership be set up, and the formulation of the strategy is required under s6 of the Crime and Disorder Act 1998.

The plan, formulated with the relevant partner agencies, must address

- (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 strategy for the previous year
- (c) Steps necessary for responsible authorities to implement the strategy and meet priorities
- (d) How resources should be allocated to implement the strategy and meet priorities
- (e) Steps for each responsible authority to take to measure its success to implement strategies and meet priorities
- (f) Steps strategy group proposes to comply with community engagement obligations, 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.

S17 of the Act imposes a duty on 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 prevent, crime and disorder , misuse of drugs, alcohol and other substances and re offending .

Financial Implications

All London Councils have received funding under the MOPAC London Crime Prevention Fund (LCPF) to tackle priorities in the new London Police and Crime Plan. In the first round, Harrow was allocated £266,525 in year 1 (2017/18), and £186,376 in year 2 (2018/19) (after a 30% MOPAC top slice), which provides the authority with a combined 2 year allocation of £452,628. In the latest round, Harrow has been awarded £185,000 in year 3 (2019/20) and £235,000 in year 4 (2020/21), providing the authority a combined 2 year allocation of £420,000. As part of this, the partnership have approved funding aimed at a programme of Violence, Vulnerability and Exploitation projects which will help us respond to the issue of youth violence that we are seeing in the borough, and also approve our DV service. There will be no direct impact upon existing service budgets.

All other activities as set out in the delivery plan will be met within existing budgets.

Equalities implications / Public Sector Equality Duty

The EqIA hasn't identified any adverse impact on any of the protected characteristics. The priorities identified within the strategy will in fact have a positive impact.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

This Strategy relates to the corporate priorities of:

- Supporting Those Most in Need
- Build a Better Harrow

Section 3 - Statutory Officer Clearance

Name: Sharon Daniels	<input checked="checked" type="checkbox"/>	on behalf of the * Chief Financial Officer
Date: 20 th June 2019		
Name: David Hodge	<input checked="checked" type="checkbox"/>	on behalf of the * Monitoring Officer
Date: 25 th June 2019		

Name: Dawn Calvert	<input checked="checked" type="checkbox"/>	Corporate Director
Date: 20 th June 2019		

MANDATORY	
Ward Councillors notified:	No – All Wards Affected
EqIA carried out:	YES
EqIA cleared by: Alex Dewsnap, Director of Strategy	

Section 4 - Contact Details and Background Papers

Contact: Mohammed Ilyas, Policy Office, Ext 2322,
Mohammed.Ilyas@harrow.gov.uk

Background Papers: Strategic Assessment 2019

Call-In Waived by the Chair of Overview and Scrutiny Committee	NO
---	-----------

This page is intentionally left blank

Community Safety, Violence Vulnerability and Exploitation Strategy

2019 – 2020

Contents

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

1. Foreword

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



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

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

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

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

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

2. Introduction

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

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

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

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

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

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



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

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

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

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

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

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

Looking Ahead

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

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

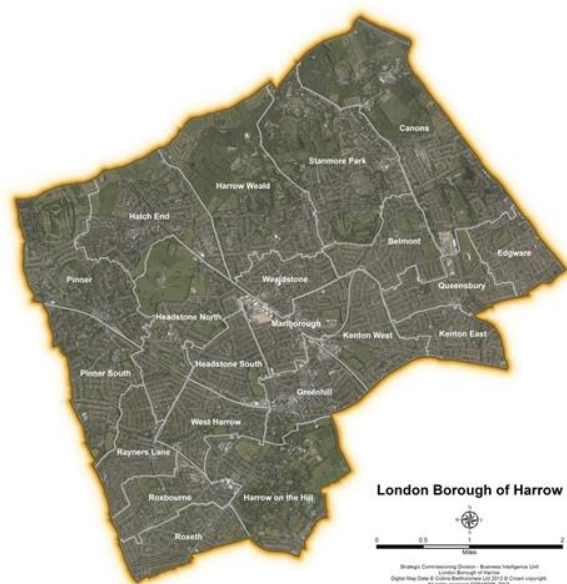
Harrow have worked with the police throughout the time of these changes to ensure the best possible outcomes for Harrow residents.

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

Our Harrow, Our Community

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

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



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

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

Harlow's Children and Young People

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

¹ ONS, 2017 Mid-Year Estimates

² ONS, 2017 Mid-Year Estimates

³ ONS, 2017 Mid-Year Estimates

⁴ ONS, 2011 Census, Table KS209EW

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

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

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

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

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

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

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

The number of pupils with Special Educational Needs (SEN) in Harrow's schools has increased from 4,630 in January 2017 to 4,4770 in January 2019; representing a percentage increase of 3.0%. As at January 2019 there were 3,651 pupils with SEN Support and 1,119 pupils with a statement or Educational Health Care Plan (EHCP). The highest category of primary need is speech, language and communication needs followed by moderate learning difficulties.

Employment and Income (Economic)

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

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

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

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

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

Income deprivation

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

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

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

⁶ ONS Annual Population Survey, January 2018 to December 2018

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

⁸ ONS Annual Population Survey, January 2018 to December 2018

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

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

Skills

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

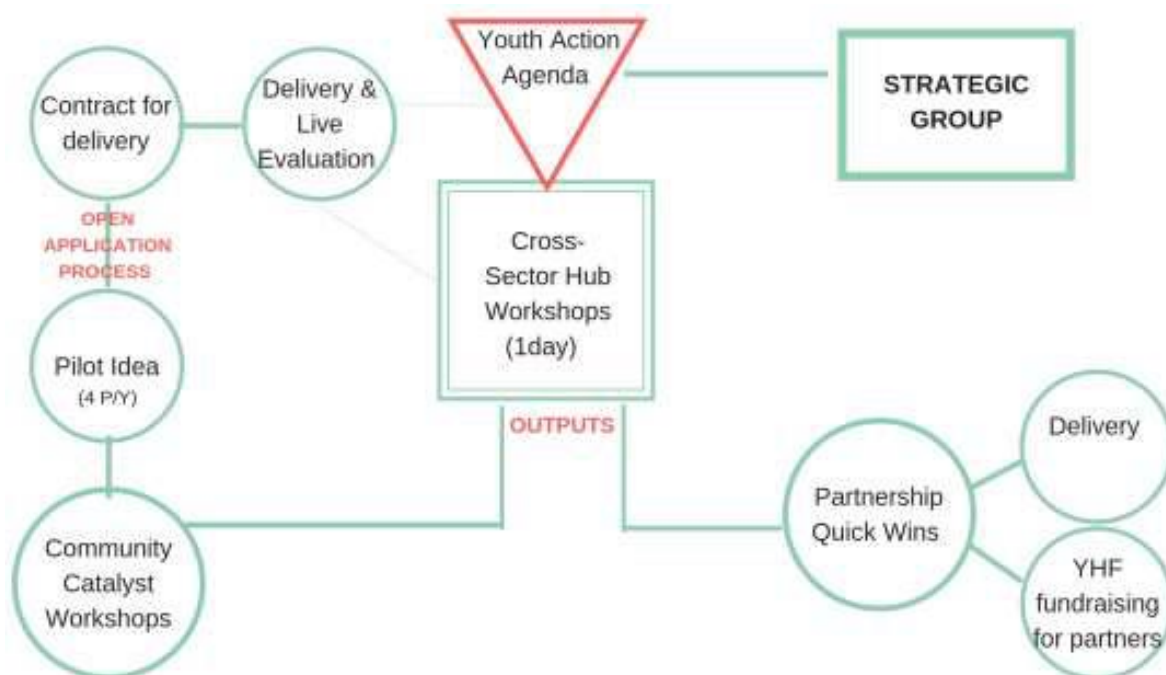
In September 2018 Harrow was one of 25 local authority areas identified by the Ministry of Housing for Communities and Local Government as an area with high levels of need for English Language provision. 28.5% of Harrow's residents have a foreign first language. In 15.9% of households, English is not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

Young People Needs Analysis

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

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

Change Champions Model:



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

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

A Focus on Place

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

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

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

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

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

3. Executive Summary

Key Priorities Outcomes We Want to Achieve

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

1 - Reductions in Burglary across the borough

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

Specific outcomes we will be measured upon are:

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

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

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

Specific outcomes we will be measured upon are:

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

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

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

Specific outcomes we will be measured upon are:

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

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

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

Specific outcomes we will be measured upon are:

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

5 - Reducing the levels of Domestic Abuse and Supporting Victims

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

Specific outcomes we will be measured upon are:

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

6 - Reducing Hate Crime

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

Specific outcomes we will be measured upon are:

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

4. Strategic Analysis and Objectives

Quick Facts:

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

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

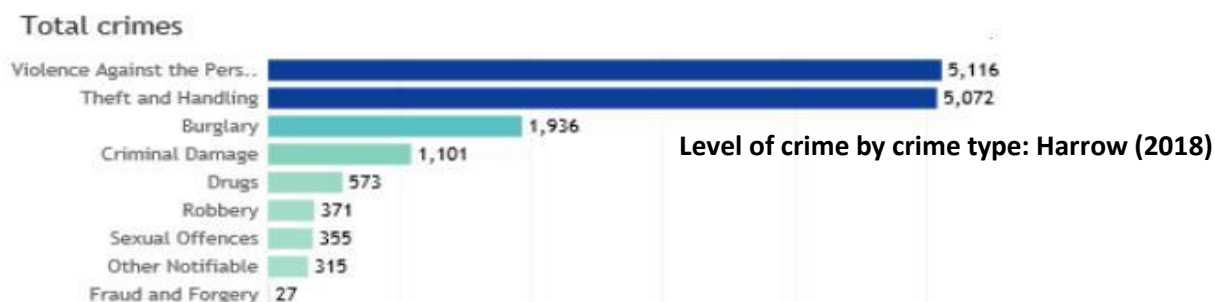
Second lowest rate of crime in London



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

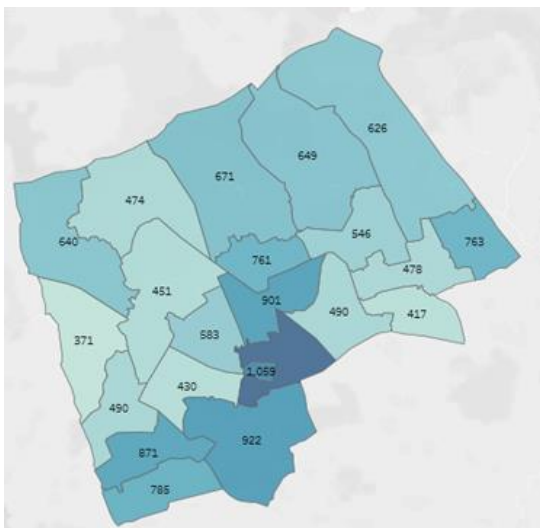
Change in the overall level of crime

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



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

Harrow Wards:



2018

Total crime levels highest:

Greenhill, Harrow on the Hill, Marlborough

Total crime levels lowest:

Pinner South, Headstone North, Kenton East

2017

Total crime levels highest:

Greenhill, Roxbourne, Malborough

Total crime levels lowest:

Pinner South, Headstone North, Kenton East

Harrow's neighbouring boroughs:

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

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

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

Key Findings from the Strategic Assessment

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

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

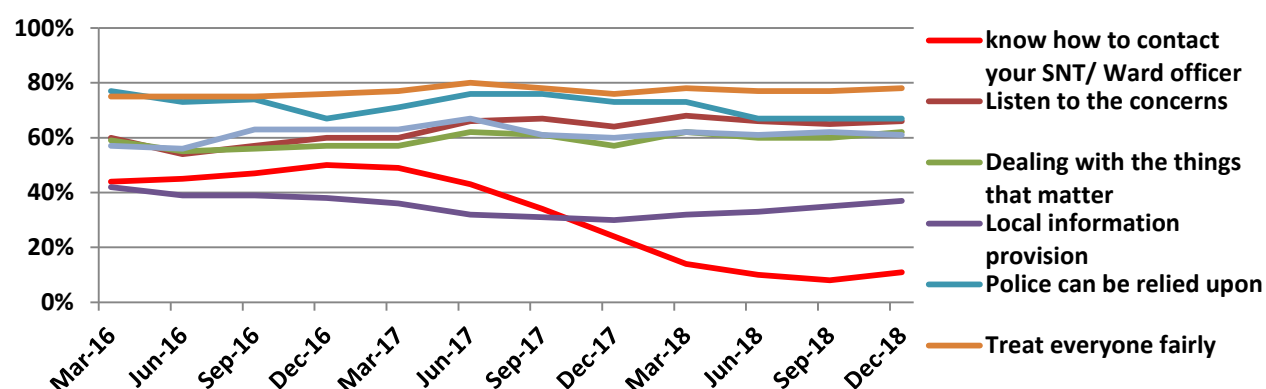
- There has been a rise in the reporting of Islamophobic and homophobic hate crime in Harrow
- Theft of and from motor vehicles have both increased

Designing out Crime

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

Community Confidence in Police and Council

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



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

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

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

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

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

Strategic Objectives: Harrow's Local Priorities

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

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

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

High Volume Crime

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

High Harm Crime Priorities

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

4. Drug and alcohol misuse –

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

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

5. High Volume Crime

Burglary: Key Findings from Strategic Analysis

Quick Facts:

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

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

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



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

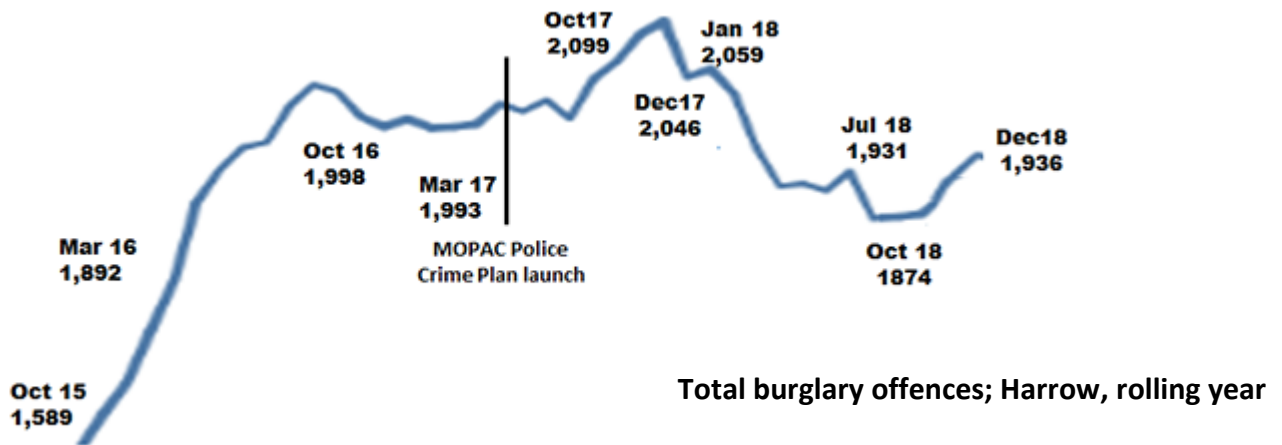
Between 2017 and 2018, the number of recorded burglaries in Harrow decreased by 146. There were a total of 2,244 offences during 2018, and 2,389 in 2017. This translates to a 0.59 rate increase.

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

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

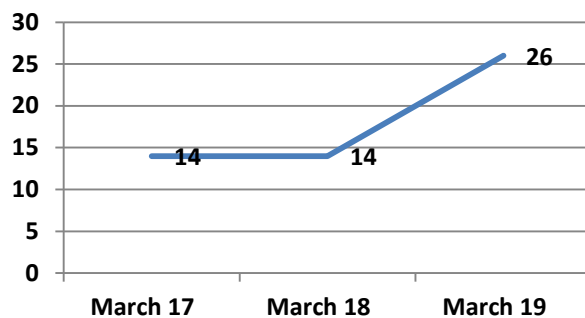
When comparing Harrow's nearest neighbours, Ealing has the lowest rate of burglary in both 2017 and 2018, and at -0.90, Hillingdon has the most positive rate change of the group. Barnet has the highest rate of burglary in both 2017 and 2018. Along with Hillingdon and Ealing, Harrow's rate of burglary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

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



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

Total aggravated burglary offences; Harrow, rolling year



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

Quick Facts:

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

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

Lowest rate in neighbouring group



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

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

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

Our Progress So Far

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

Going Forward

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

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

Quick Facts:

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

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

Increase in rate from 2017 to
2018



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

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

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

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

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

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

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

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

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

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

Anti-social Behaviour: Key Findings from Strategic Analysis

Quick Facts:

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

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



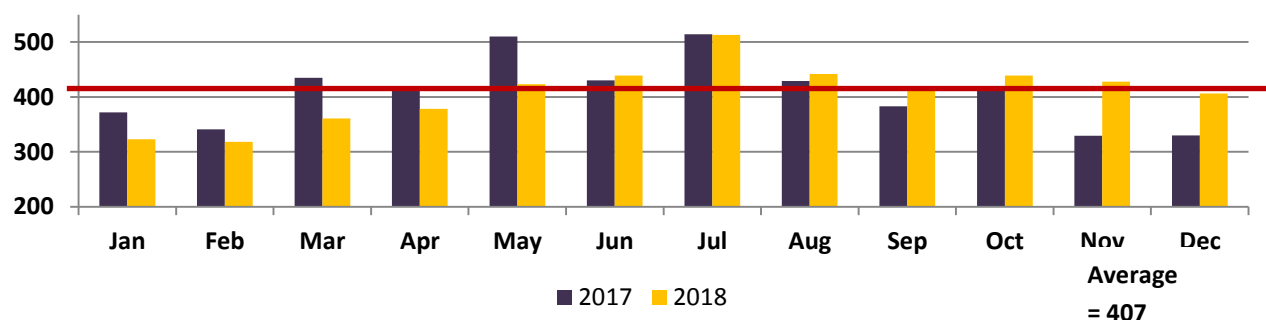
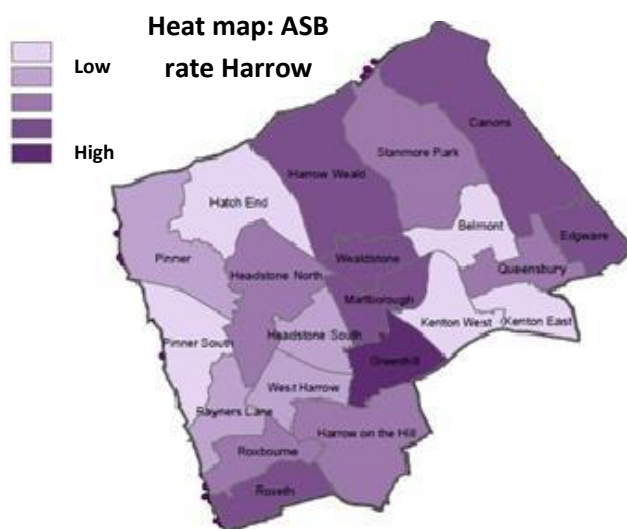
Anti-social behaviour covers a wide range of activity that causes harm to an individual, to their community or to their environment. This could be an action by another person/s that leaves a person feeling alarmed, harassed or distressed. It also includes fear of crime or concern for public safety, public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

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

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

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

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



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

Our Progress So Far

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

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

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

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

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

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

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

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

Going Forward

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

Services for offenders

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

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

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

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

Motor Vehicle Crime: Key Findings from Strategic Analysis

Motor vehicle theft is rising in Harrow.

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

Quick Facts:

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

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

40% increase



Quick Facts:

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

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



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

Objectives:

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

Our progress so far:

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

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

Going forward:

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

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

6. High Harm Crime

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

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

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

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

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

Knife crime

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

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

Quick Facts:

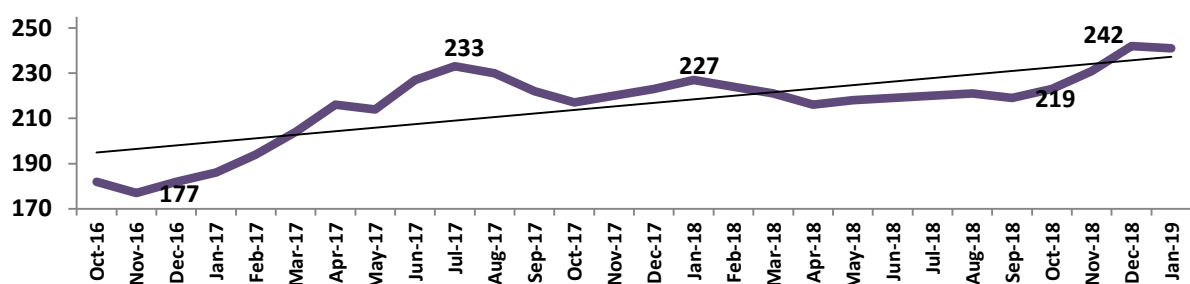


2018: 239 Knife crime offences, 0.96 per 1,000 population

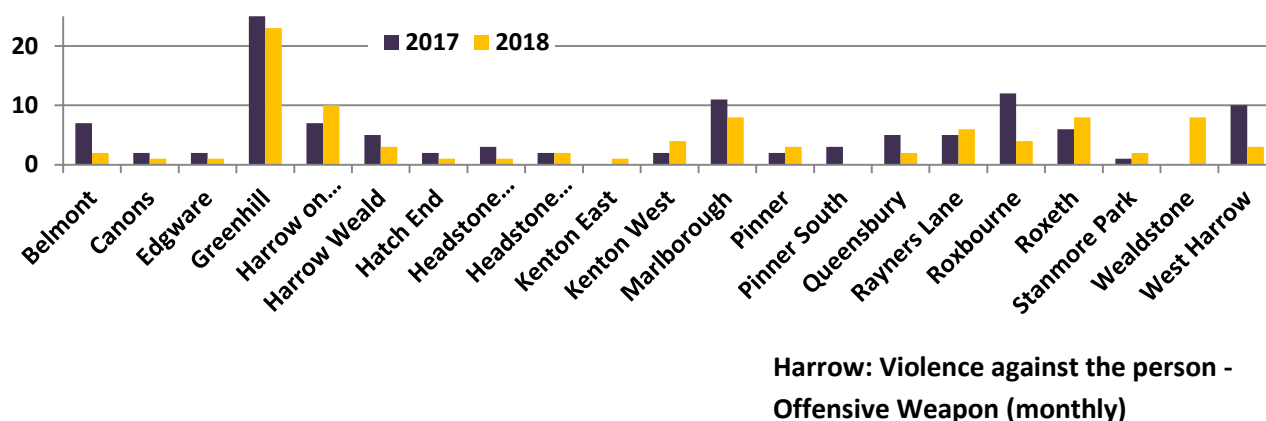
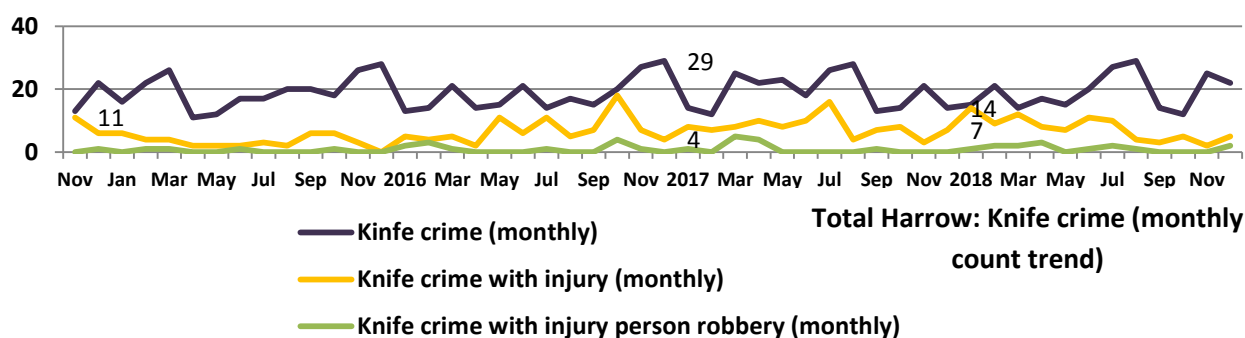
2017: 223 Knife crime offences, 0.9 per 1,000 population

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

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



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



Quick Facts:

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

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

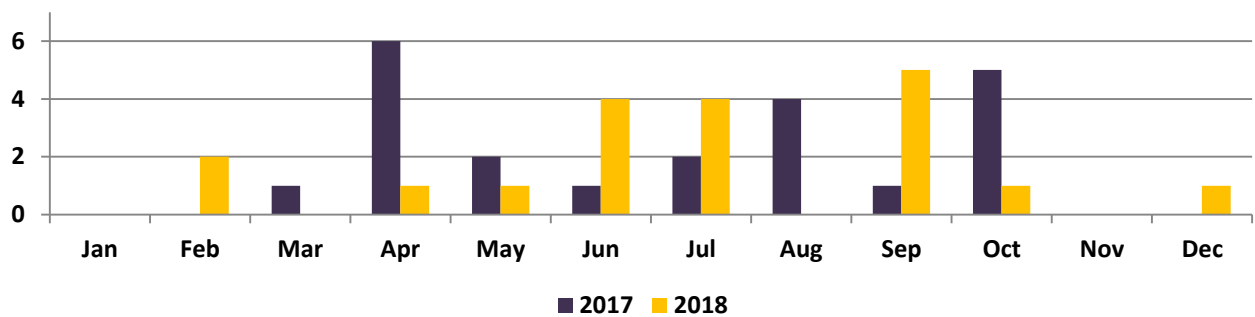
Lowest gun crime rate in nearest neighbour group



Gun crime

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

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



Harlow London Gun crime, monthly

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

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

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

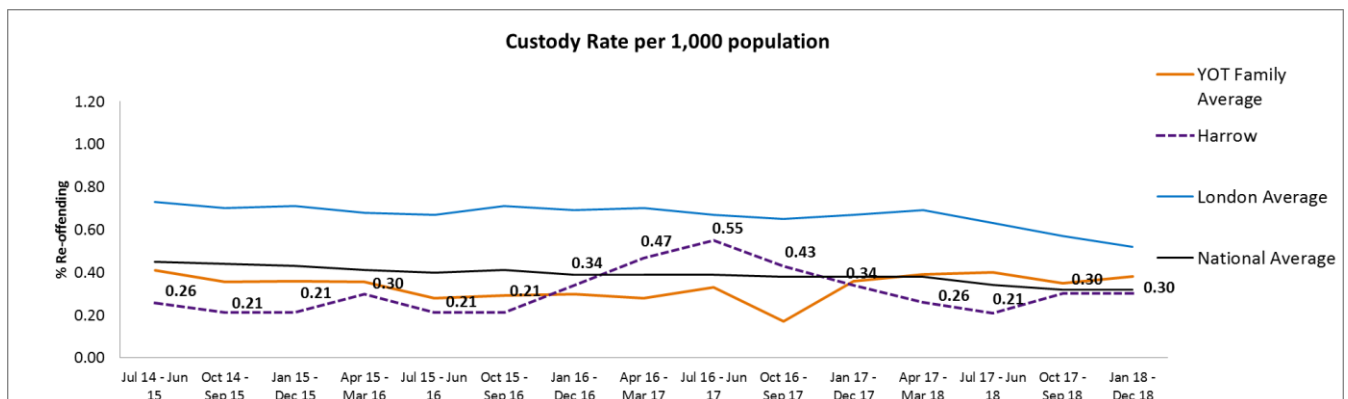
Youth Violence Weapon Based Crime

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

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

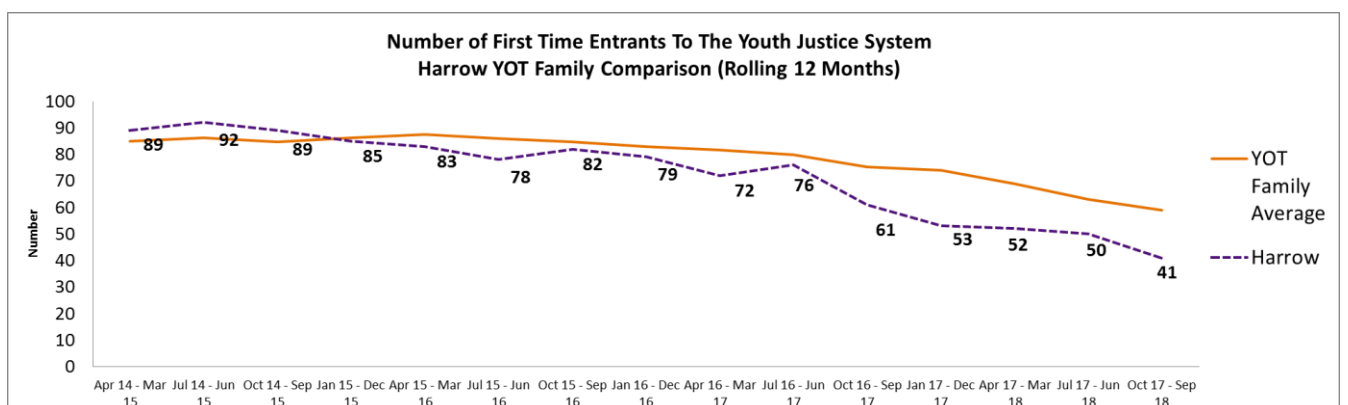
This is monitored through the Youth Offending Partnership Board, to ensure all options were considered prior to remand and only the most serious offences led to these outcomes. Harrows numbers of young people who received a custodial sentence during

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



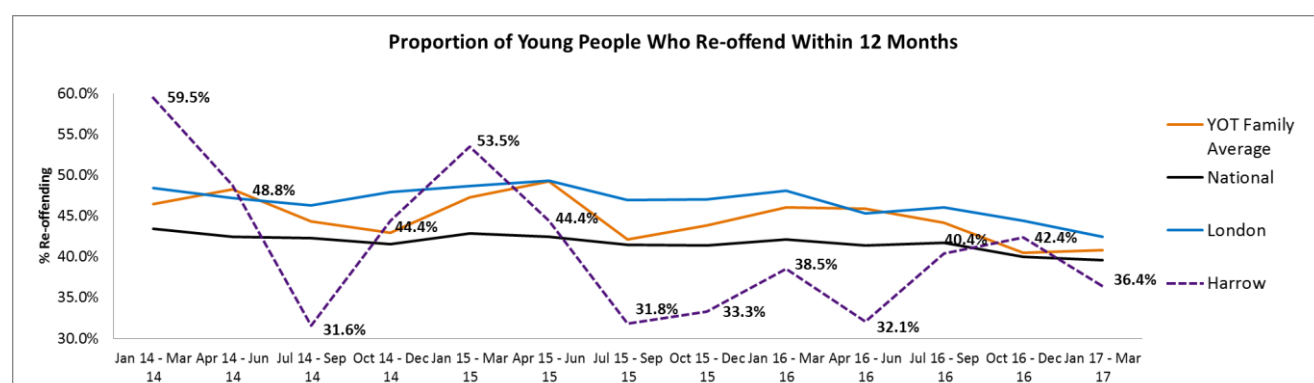
Repeat Offending rates and First Time Entrants into the criminal justice system demonstrate a positive trend. Note there is a significant time lag on YOT data as national data is collected and verified and that the dates on reoffending graphs refer to the date of the original offence.

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



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

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



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

Youth offending and offensive weapons

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

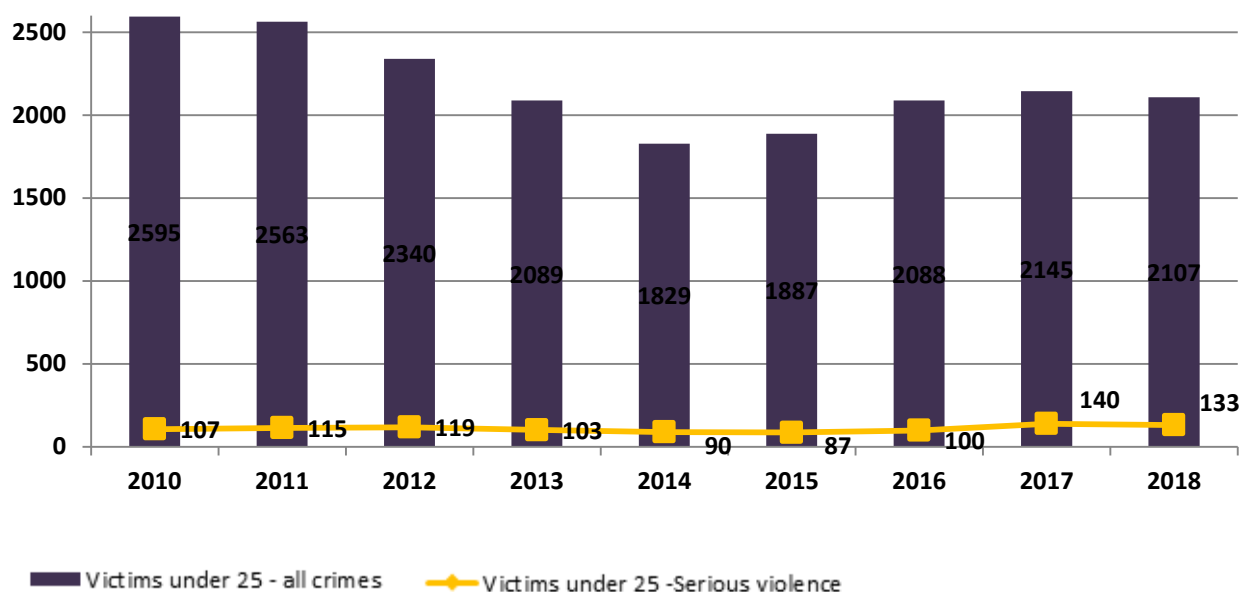
NB. The decrease in 'possession of an offensive weapon' since 2016 is due to this offence category no longer being used.

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

Serious Youth Crime victims

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

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



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

Objectives:

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

Progress So Far

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

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

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

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

funding from Lloyds over 3 years (£25k per year) and secured £840 funding for a 12 week Youth Club pilot in Grange Farm and support staff/food and rental £720 in kind. We have already seen 217 session taking place with young people, with 99 individual young people engaged in positive activities and 78 mentoring sessions and 139 employment/education support sessions already delivered, which include Grange Farm (early intervention) youth club; Basketball on Thursdays; Gym memberships. In addition to this, 108 young people have been engaged with detached services; out of these 62 young people have demonstrated improved self-efficacy; 32 have started making positive choices; 35 have increased their aspirations. Further work is still being developed to ensure that the Gangs Worker works in close partnership with the Community Safety Team, including sharing intelligence and anecdotal insight on a daily and frequent basis.

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

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

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

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

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



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

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

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

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

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

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

Going Forward

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

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

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

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

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

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

Contextual Safeguarding – A pioneering approach in Harrow

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

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

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

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

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

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

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

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

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

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

The overarching outcomes of this programme are to:

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

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

The Ripple Effect Intervention Plan

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

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

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

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

Modern Slavery

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

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

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

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

Modern slavery figures

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

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

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

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

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

Roles and responsibilities

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

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

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

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

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

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

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

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

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

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

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

Progress So Far

Officer group and strategic guidance

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

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

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

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

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

Children's Services

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

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

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

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

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

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

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

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

Adults Services

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

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

Joint Safeguarding Conference on Modern Slavery

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

Training

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

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

Procurement

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

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

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

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

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

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

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

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

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

Going Forward

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

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

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

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

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



Linh is a 15-year-old Vietnamese young woman. Linh was trafficked to the UK for the purpose of sexual exploitation. In 2017, Linh escaped from a house in West London after a man tried to rape her, and a member of the public found Linh walking the streets of Harrow in a distressed state and took her to Harrow Police Station. Harrow Police referred Linh to Children and Young People's Services, and she was immediately placed with a foster family due to her age and vulnerability.

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



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

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

Female Genital Mutilation (FGM)

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

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

Harrow data for 2017-8

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

Note:

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

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

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

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

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

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

FGM in Harrow

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

Harrow Safeguarding Children's Board (HSCB)

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

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

Local Safeguarding Adults Board (LSAB)

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

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

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

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

Children's Services

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

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

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

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

Progress So Far

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



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

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

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

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



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

Going Forward

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

Domestic and Sexual Abuse

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

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

Profile of domestic abuse incidences in Harrow

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

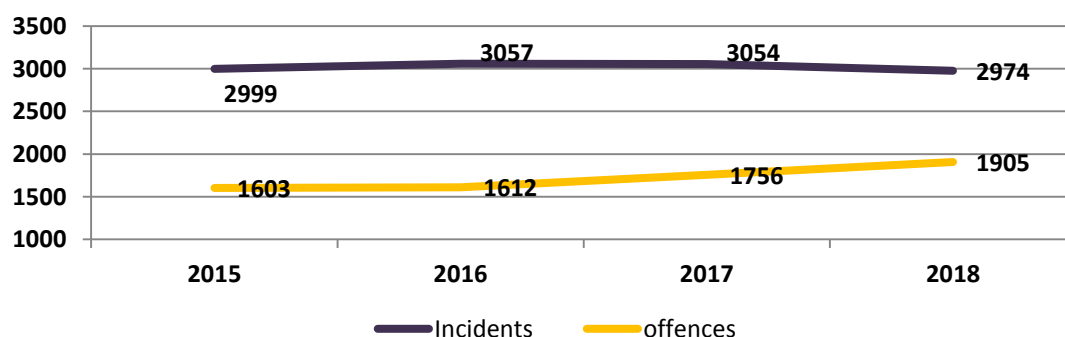
Quick Facts:

2018: 1905 recorded offences
7.651 per 1,000 population

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

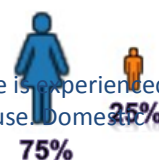
Increase in offences across majority of wards

Reduction in proportion of DA with injury



- The gap between the domestic incidents (where after initial

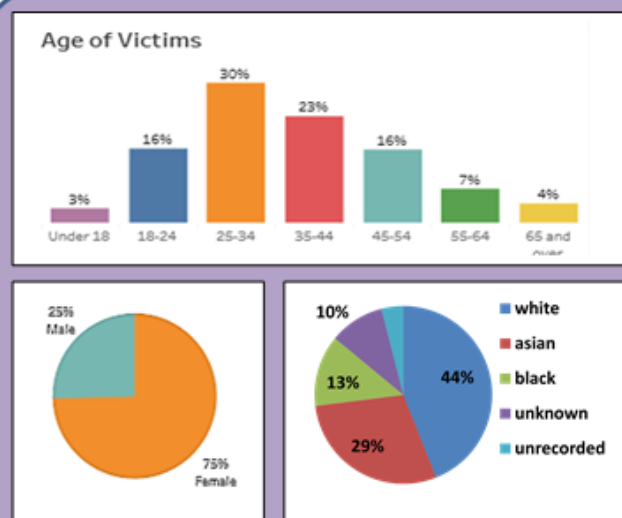
¹² It must be noted that a young person is still a child in law up to the age of 18, for example if abuse is experienced from a family member then child protection procedures must be followed rather than domestic abuse. Domestic abuse however, is relevant for peer on peer relationships.



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

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

Victim profile (domestic offences)

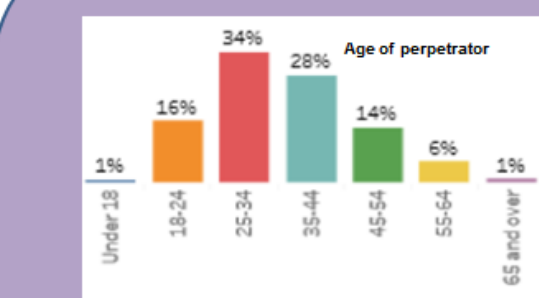


In 12 months ending January 2018 53% of recorded victims of domestic abuse were aged between 25-45 yrs, 75% were female and 44% were White.

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

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

Perpetrator profile (domestic offences)

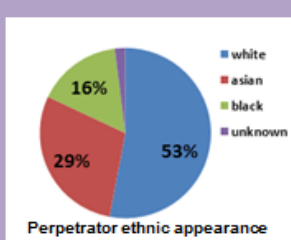
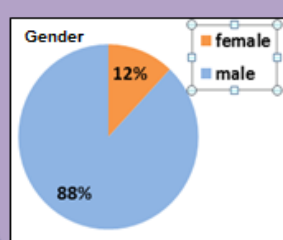


In the 12 months ending January 2019, 2.33% of all of London perpetrators of domestic abuse were from Harrow.

Over half of all perpetrators were white in ethnic appearance.

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

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



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

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

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

Progress So Far

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

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

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

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

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

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

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

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

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

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

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

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

Going Forward

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

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

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

manifestations.

Drug and Alcohol Misuse: Key Findings from Strategic Analysis

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

Quick Facts:

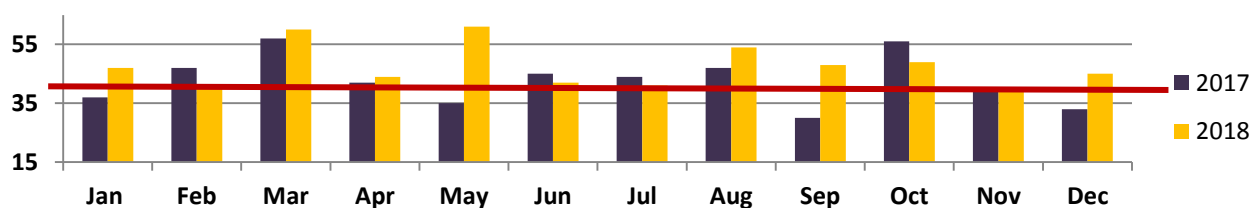


2018: 573 drug offences, 2.30 per 1,000 population

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

Sharp rise increase in drug offences in Harrow Weald

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



(Total Drug crime: Harrow, monthly)

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

Objectives

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

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

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

Harrow Adult Substance Misuse Service – delivered by WDP

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

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

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

Progress So Far

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

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

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

Going Forward

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

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

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

Progress So Far

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

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

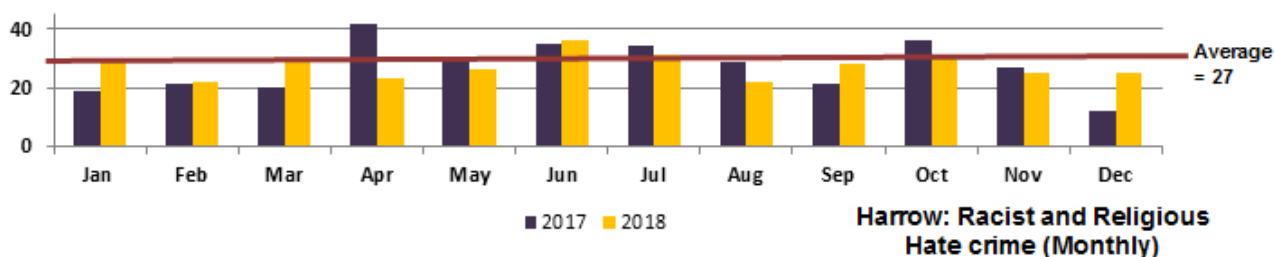
A discussion with partners and members of Safer Harrow has commenced to discuss our approach to drug related crime in the Borough with a view of agreeing interventions can be established to make a difference in this area, and agree what tangible actions can be taken forward.

Extremism and Hate Crime: Key Findings from Strategic Analysis

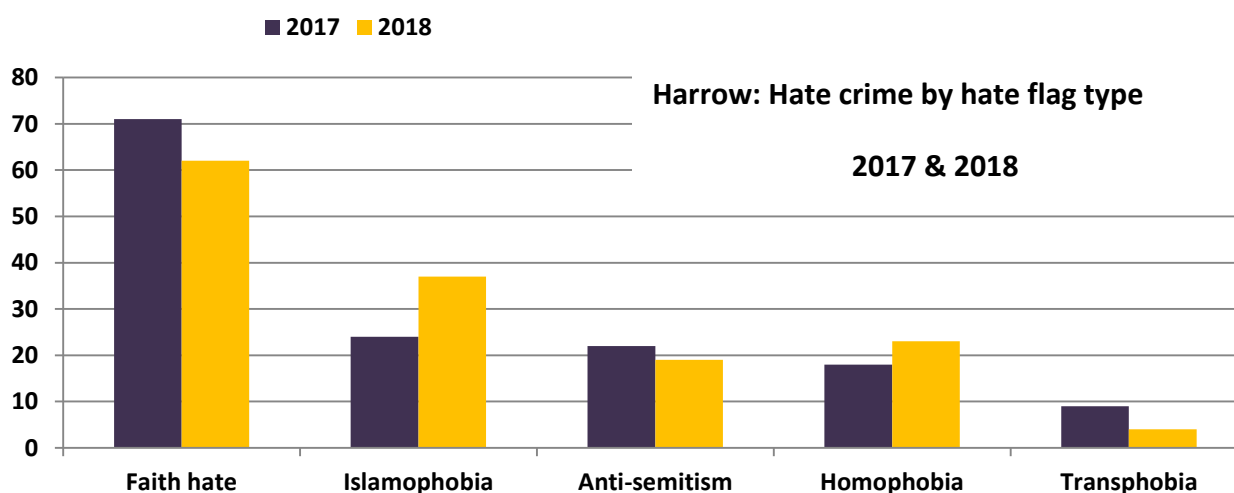
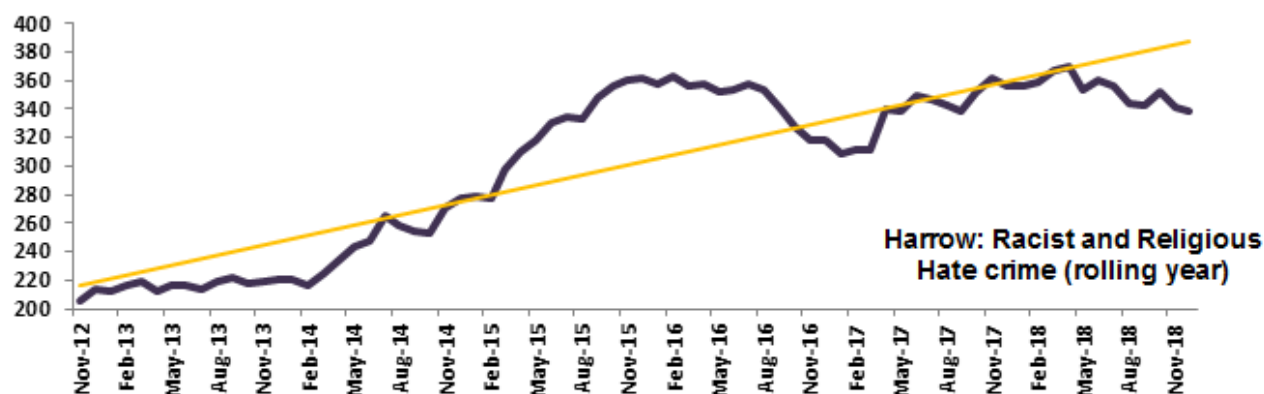
Hate crime is any offences which are flagged as having a hate crime element when recorded by the Police. A crime can have more than one hate flag attached to it.

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

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



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



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

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

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

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

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

Extremism

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

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

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

Harrow's approach has also been firmly rooted from a safeguarding perspective. The Prevent strategy states that 'safeguarding vulnerable people from radicalisation is no different from safeguarding them from other forms of harm'. In complying with the duty a risk assessment has been carried out in Harrow (in partnership with Harrow police and SO15 – Counter Terrorism Command) and a local Prevent Action Plan has been drawn up. A multi-agency Prevent Action Plan Group has been set up to review progress of the action plan and where necessary to agree additional actions if required.

¹³ ONS, 2011 Census, Table KS209EW

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

Progress So Far

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

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

Going Forward

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

7. Delivering the Strategy

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

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

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

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

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

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

This page is intentionally left blank

Community Safety and Violence, Vulnerability and Exploitation Delivery Plan

2019 – 2020

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

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

High Volume Crimes

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

High Harm Crime Priorities

1. **Youth violence, weapon based crime and vulnerability & exploitation***(including gang crime, and Child Sexual Exploitation)*
 - a. *To reduce the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons (guns and knives)*
 - b. *To develop a shared and consistent understanding within both primary and secondary schools on the issues of sexual*

assault, child sexual exploitation and digital exploitation, and to promote a culture of awareness of child sexual exploitation

- 2. Modern Slavery** - *To ensure there is an effective and co-ordinated response to modern slavery in Harrow*
- 3. Domestic and sexual abuse** – *To provide critical support to the most vulnerable members of our community who are affected by domestic and sexual abuse and female genital mutilation with a focus on the following:*
 - a.** Prevention / Education
 - b.** Police / Enforcement
 - c.** Support / Recovery
- 4. Drug and alcohol misuse** –
 - a.** *To actively empower and educate young people involved in the supply of illegal substances and to build resilience in young people so that they are able to spot the signs of dealer grooming;*
 - b.** *To reduce alcohol and drug-related reoffending via targeted early support and treatment for ex-prisoners*
- 5. Extremism and hate crime** – *To prevent young people from being drawn extremism and supporting terrorism; and to improve hate crime reporting rates.*

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

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

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

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

Green – action on track or completed.

HIGH VOLUME CRIME

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

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

Strategic Objective 2 - *Non-domestic violence with injury* : To reduce the number of incidents of grievous bodily harm and actual bodily harm

Measures & targets	Action	Review Point	Lead	RAG Rating – Update/Progress	RAG
The number of incidents of grievous bodily harm are reduced	Developing our response to the rise in crime and anti-social behaviour in Wealdstone Town	Set up in June 2018	Alex Dewsnap, Director of Strategy		

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

Strategic Objective 3 - *Anti-social behaviour (ASB)* : To reduce the number of anti-social behaviour incidents that occur in the borough and ensure victims get the support they need.

Measures & targets	Action	Review Point	Lead	RAG Rating – Update/Progress	RAG
The number of repeat anti-social behaviour incidents that occur in the borough are reduced compared to the same period in the last 12 months	Use of tools and Powers such as Public Space Protection Orders to reduce incidents of anti-social behaviour in identified hotspots	Ongoing	Richard Le Brun , Head of Community Safety		
	Reduce incidents of repeat victims of anti-social behaviour by Multi-	March 2020	Richard Le Brun , Head of		

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

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

get the support they need.

106

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

	<p>vehicle crime offences. Eg</p> <p>Conducting environmental visual audits in high crime rate areas for theft from motor vehicle crimes, for joined up approach to ask Why here? Why now and Why vehicles?</p>				
<p>Ensure victims get the support they need</p>	<ul style="list-style-type: none"> • Leaflets will continue to be produced and distributed regarding Moped thefts. • Number plate screw initiatives in conjunction with partners to combat theft of number plates. • Identification of high-risk vehicles and addresses, crime prevention advice leaflets delivered to the address. 	<p>March 2020</p>	<p>Tanya Sprunks Inspector</p>		

	<ul style="list-style-type: none"> Increased media strategy to bring the public's attention to high risk areas and minimise the possibility of them becoming a victim. Increased media in the public domain to educate the public as to what they can do to prevent offences. 				
Objective 4b – <i>Motor Vehicle Crime</i> : To reduce the number of thefts of a vehicle that occur in the borough and ensure victims get the support they need.					
Measures & targets	Action	Review Point	Lead	RAG Rating – Update/Progress	RAG
As above					

HIGH HARM CRIME

Strategic Objective 1a – *Youth violence, weapon based crime and vulnerability & exploitation (including gang crime, and Child Sexual Exploitation)* – To reduce the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons

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

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

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

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

Strategic Objective 1b – *Youth violence, weapon based crime and vulnerability & exploitation (including gang crime, and Child Sexual Exploitation)* – To develop a shared and consistent understanding within both primary and secondary schools on the issues of sexual assault, child sexual exploitation and digital exploitation, and to promote a culture of

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

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

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

Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	
115 Deliver modern slavery action plan	Deliver the action plan	June 2019	Modern slavery multi-agency working group	New Action	
Roll out of modern slavery training	All staff who have direct and regular contact with the public able to access training on modern slavery to develop an understanding of how to spot the signs of modern slavery practices in the community and the local processes by which to report concerns on potential			New Action	

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

116

Strategic Objective 3 – *Domestic and sexual abuse* : To provide critical support to the most vulnerable members of our community who are affected by domestic and sexual abuse and female genital mutilation with a focus on the following:

- Prevention / Education
- Police / Enforcement
- Support / Recovery

Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	RAG
--------------------	--------	-------------------------	------	------------------------------	-----

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

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

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

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

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

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

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

	Continue to the discussions explore interventions that prevent young people from using and dealing drugs.	March 2020	Mohammed Ilyas Policy Officer		
--	---	------------	-------------------------------	--	--

Strategic Objective 4b – *Drug and alcohol misuse* : To reduce alcohol and drug-related reoffending via targeted early support and treatment for ex-prisoners

Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	RAG
122 Year on year increase in the transfer rate from prison to the community treatment from 2020/21 to 2021/22	Specialist caseload management of all prison release service users to support through treatment and recovery	March 2020	Service Manager, WDP		
	Specialist Prison Link Worker that in-reaches to prison establishments: <ul style="list-style-type: none"> Bridging the gap for service users between Harrow Substance Misuse Services and HMP. Assessing, engaging and providing support to service users being released from prison to maximise their engagement with community	March 2020	Service Manager, WDP		

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

123

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

Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	RAG
Prevention of people being drawn into terrorism or supporting terrorism and improving community engagement	Delivery of WRAP Training to all statutory partners	March 2020	Samia Malik, Community Cohesion Lead		
	Community Engagement activity with Community Leaders	March 2020	Samia Malik, Community Cohesion Lead		

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

--	--	--	--	--	--

This page is intentionally left blank

Community Safety and Violence, Vulnerability and Exploitation Delivery Plan

2018 – 2019

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

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

High Volume Crimes

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

High Harm Crime Priorities

1. **Youth violence, weapon based crime and vulnerability & exploitation**(including gang crime, and Child Sexual Exploitation) –
 - (a) *To reduce the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons (guns and knives)*
 - (b) *To embed a cultural shift within the schools on the issues of sexual assault, child sexual exploitation and digital exploitation, and to promote a culture of awareness of child sexual exploitation*
2. **Modern Slavery** - *To ensure there is an effective and co-ordinated response to modern slavery in Harrow*

3. **Domestic and sexual abuse** – *To provide critical support to the most vulnerable members of our community who are affected by domestic and sexual violence and female genital mutilation with a focus on the following:*
 - Prevention / Education
 - Police / Enforcement
 - Support / Recovery
4. **Drug and alcohol misuse** –
 - (a) To reduce the number of young people involved in the supply of illegal substances and to build resilience in young people so that they are able to spot the signs of dealer grooming;*
 - (b) To reduce alcohol and drug-related reoffending via targeted early support and treatment for ex-prisoners*
5. **Extremism and hate crime** – To prevent young people from being drawn into terrorism; and to improve hate crime reporting rates.

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

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

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

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

Green – action on track or completed.

HIGH VOLUME CRIME

130

Strategic Objective 1 – <i>Burglary</i> : To reduce the number of burglaries and fear of crime in the borough and increase public confidence in the police					
Measures & targets	Action	Review Point	Lead	Update/Progress	RAG
Burglaries are reduced compared to the same period in the last 12 months	Deliver the 'Be Safe' programme in September 2018 for on-going work (previously known as 'Autumn Nights')	January 2019 CONTINUE 2019/20	Louis Smith Harrow Police	Ongoing and on target. Be Safe (Autumn Nights) was rolled out from 19 th Oct. All wards and Schools officers are providing efforts to reduce ASB/Violence/Weapons and burglary, be it weapon sweeps / shop visits around anti fireworks sales to -18's or engagement events, All wards have provided detailed engagement plans with daily returns. ASB and Burglary hotspots are also included for patrols / engagement locations. Media communications have been released through Harrow times and Council website regarding Harrow MPS initiatives.	

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

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

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

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

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

Strategic Objective 3 - *Anti-social behaviour (ASB)* : To reduce the number of anti-social behaviour incidents that occur in the borough and ensure victims get the support they need.

Measures & targets	Action	Review Point	Lead	RAG Rating – Update/Progress	RAG
The number of repeat anti-social behaviour incidents that occur in the borough are <i>reduced</i> compared to the same period in the last 12 months	Use of tools and Powers such as Public Space Protection Orders to reduce incidents of anti-social behaviour in identified hotspots	Ongoing CONTINUE 2019/20	Richard Le Brun , Head of Community Safety	This is ongoing but we also have invested in a Ecins which is the cloud bases IT system to intelligence map and identify hotspot areas at an earlier stage for application of the relevant resources	
	Reduce incidents of repeat victims of anti-social behaviour by Multi-agency response to cases at Anti-Social Behaviour Action Group	March 2019 CONTINUE 2019/20	Richard Le Brun , Head of Community Safety	The ASBAG meets on a monthly basis to discuss cases that require a multi-agency approach. Cases that require an urgent response will be triaged and the appropriate partners will be invited to a separate meeting to discuss a plan of action to seek to resolve the issues. The MPS, via Airspace, will log key information about ASB incidents in terms of repeat caller's and victim vulnerability. The MPS has a top 50 of repeat callers, whereby Harrow has one entry, in 45 th position. This caller has already had joint reassurance visits from Police, the Community Safety Unit and the RSL, along with the addition of a Harrow Council CCTV camera located on the road to attempt to assist with the callers alleged concerns. A multi-agency approach is proven to assist with ASB and incidents of criminality and most recently, can be evidenced in Harrow by the closure	

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

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

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

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

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

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

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

HIGH HARM CRIME

Strategic Objective 1a – *Youth violence, weapon based crime and vulnerability & exploitation (including gang crime, and Child Sexual Exploitation)* – To reduce the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons

Measures & targets	Action	Review Point	Lead	RAG Rating – Update/Progress	RAG
Support frontline teams to identify and deliver more effective and timely interventions. Measures: Development of a problem profile Establish monitoring system that can be accessed by the	Analysis of local data to enable the development of a problem profile which underpin Harrow's Strategy on Violence, Vulnerability and Exploitation	March 2019 CONTINUE 2019/20	David Harrington, Head of Business Intelligence	<p>An annual strategic assessment and quarterly updates on are produced based on published crime data.</p> <p>Access to police analyst resource to produce detailed information on crime below this level is limited. Exploring options at BCU level and also looking at potential for Council analyst to access police data. From November 2018, MOPAC are funding 4 analysts across London for County Lines / Safeguarding work, with an allocation to Harrow of 2 days per month.</p>	

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

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

				<p>support of young people at risk of sexual assault, CSE, digital exploitation and support with self-harming behaviours.</p> <ul style="list-style-type: none"> • Synergy theatre company of previous offenders dramatizing workshops about effects and consequences of criminal behaviour • Tallships residential sailing course for YOT Boys and Harrow School Boys to spend time breaking down social barriers and developing team work and leadership skills. • Goldseal music and enterprise workshops for YOT (and since 2019 also YOUTH) clients to develop music production and entrepreneurial expertise and certification/qualifications • Engagement with the “No knives better lives” project run jointly with courts and met police delivering workshops with relatives of knife crime victims and targeted young people known to YOT • Other VCS partners including Khulisa, Abianda, Safer London and St Giles Trust who deliver 1:1 support to young people identified at risk of county lines activity accessed through the London wide rescue and response service • Implementation of eCINS secure information sharing platform for 	
--	--	--	--	---	--

				<p>working across the borough, capital and nationally regarding cohorts of known young people, places and vehicles.</p> <ul style="list-style-type: none"> • A parenting practitioner has been employed to deliver targeted interventions to 100 parents using a contextual safeguarding and strengthening families approach with local schools. • Work with University of Bedfordshire with the leading proponent of Contextual Safeguarding Dr Carlene Firmin, MBE to deliver awareness raising and operational training events to a wide range of council and key partner agency staff. <p>In terms of theoretical approaches Harrow are also in consideration of how to implement a public health based approach to knife crime in a more meaningful way than just adopting the words. Alongside this there is consideration of a Ripple Effect Intervention Approach (such as has been implemented with the Wealdstone Action Group).</p>	
	Enable friends & family to seek support for YP through contact with Xcite & Learn Harrow	Ongoing CONTINUE 2019/20	Victoria Isaacs Economic Development	Verbal advice is given on general package of support.	
	Theatre project delivered in 4 secondary schools working with young people at risk of entering the	March 2019 COMPLETE	Synergy	Over the last year Synergy has delivered four creative, art and drama	

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

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

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

				<p>carers of the risks of social media and CSE, aimed at a younger age group of Years 5 and 6.</p> <p>Analysis / Impact</p> <ul style="list-style-type: none"> • 1-2 targeted schools evidence the impact in preventing and reducing crimes of sexual assault and digital exploitation by 50% against reporting baselines (long term outcome over 2 years) • 72% of 512 children and young people in Years 9 and 10 report a greater awareness of the risks of digital exploitation and an improved sense of safety about prevention of sexual assault. • 80% of 74 school staff have an increase in confidence, knowledge and procedures to create a school culture of challenge and support. • 70% of young 10 victims supported report a significant improvement in their sense of safety from repeat victimisation. The evidence for this outcome will be measured via a tool called the Young Persons Core. • 76% of 54 children and young people who have been victims of Child Sexual Exploitation or sexual abuse who have accessed the long term support of the project report significant improvement in their sense of safety from repeat victimisation, evidenced by Young 	
--	--	--	--	--	--

				Person's Core. <ul style="list-style-type: none"> 64.5 % of 31 CSE victims evidenced a significant improvement in their recovery from the impact of the abuse. 	
Training package produced and implemented	Produce a combined multi-agency training package which can be delivered as a single course or split into different levels e.g. (a) prevention and identification (b) responding to FGM (and risk of).	March 2019 COMPLETE	Carole Furlong, Director of Public Health	A multi-agency Training package has been developed and is in place supported by HSCB Learning and Development Programme	
Guidance produced and disseminated across the borough	Develop new local FGM guidance and disseminate it across the Borough	March 2019 COMPLETE	Carole Furlong, Director of Public Health	A new local FGM guidance for safeguarding children has been produced by the FGM Lead and is awaiting HSCB endorsement, which will then be disseminated across the Borough.	

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

Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	
--------------------	--------	-------------------------	------	------------------------------	--

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

	in all Employment & Skills guidance from the Council. Include Employment Rights in the advice.				
--	---	--	--	--	--

<p>Strategic Objective 3 – <i>Domestic and sexual abuse</i> : To provide critical support to the most vulnerable members of our community who are affected by domestic and sexual violence and female genital mutilation with a focus on the following:</p> <ul style="list-style-type: none"> ○ Prevention / Education ○ Police / Enforcement ○ Support / Recovery 					
Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	RAG

<p>Reduction in risk of clients by exit and after 6 and 12 months</p> <p>Additional Measures:</p> <p>a) Exit interview/ RIC (Risk Identification Checklist) /DASH (domestic abuse, stalking and 'honour'-based violence) and PSOCC (Hestia's database)</p>	<p>IDVA (Independent Domestic Violence Advocate) support to 240 new cases per year.</p>	<p>Quarterly CONTINUE 2019/20</p>	<p>Hestia</p>	<ul style="list-style-type: none"> - Between 2018-2019, Harrow Council's IDVA service dealt with 358 high- risk cases of domestic abuse – which exceeds the annual target of 240. <p>An additional 81 Harrow residents admitted to Northwick Park Hospital A & E and maternity wards identified as experiencing domestic abuse were referred to the MOPAC funded IDVA service based at the hospital and managed by Victim Support. This brings the total number of high-risk domestic cases to 439 – an extra 143 on the previous year.</p> <ul style="list-style-type: none"> - During 2018-2019 17 women and 24 children from Harrow were accommodated in DV refuges in other London boroughs. 	
---	---	---	---------------	--	--

				<p>Exit interviews - Completion rates remain low, due to difficulties in engaging clients after they have exited the service- particularly among clients referred through the MASH. Hestia has recently put in place measures to obtain feedback from clients once they have exited the service.</p>	
<p>Increase in MARAC (Multi Agency Risk Assessment Conference) referrals from partner organisations</p> <p>Measures:</p> <ul style="list-style-type: none"> a) MARAC data on referrals b) Service provider information on number of training sessions 	<p>Training with partner organisations to ensure they are confident in the referral process; six days minimum of MARAC training per year to be provided referring agencies and MARAC members</p>	<p>Quarterly CONTINUE 2019/20</p>	<p>Farah Ikram</p>	<p>The number of high risk cases referred to MARAC during 2018-2019 increased from an average 16 cases per month in 2017-2018 to 22 cases per month. The majority of referrals to MARAC were from the police, the IDVA service and Harrow Children's Services. We continue to work closely with the MARAC chair and members to improve referral rates and support the victim to remain safe.</p> <p>Between 2018-2019 training on the process for referring cases to the monthly MARAC was provided to the local Police service, Mental Health services and local service providers.</p> <p>MARAC leads were also provided with</p>	

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

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

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

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

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

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

Strategic Objective 4a – <i>Drug and alcohol misuse</i> : To reduce the number of young people involved in the supply of illicit substances and to build resilience in young people so that they are able to spot the signs of dealer grooming					
Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	RAG
An increase in the number of young people currently engaged in a drug dealing lifestyle supported to exit this lifestyle and reducing the numbers of young people choosing to or being coerced into supplying substances.	Conduct a needs assessment using data from Compass YPSMS and other local sources including, School health assessment, and carry out community and stakeholder consultation to ascertain and determine the level of need of Young People who are at risk of grooming for supply of substances 3-6 months and to increase knowledge and understanding of level of under	July 2019 COMPLETE	Compass	Needs Assessment completed with evaluation and recommendations.	

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

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

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

Strategic Objective 4b – *Drug and alcohol misuse* : To reduce alcohol and drug-related reoffending via targeted early support and treatment for ex-prisoners

Measures & Targets	Action	Deadline / Review Point	Lead	RAG Rating – Update/Progress	RAG
--------------------	--------	-------------------------	------	------------------------------	-----

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

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

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

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

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

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

This page is intentionally left blank

CABINET – 11 JULY 2019

REFERENCE FROM THE OVERVIEW AND SCRUTINY COMMITTEE – 4 JUNE 2019

67. Community Safety, Violence, Vulnerability and Exploitation Strategy - Annual Refresh, Youth Offending Team (YOT) Plan, Knife Crime Action Plan

The Committee received a joint report of the Corporate Director of People Services and Director of Strategy, which set out the strategic vision of Harrow's Community Safety Partnership in the Annual Community Safety, Violence, Vulnerability and Exploitation (CSVVE) Strategy for 2019-2020 and the Council's Youth Offending Team (YOT) Plan. The report also included the Council's Knife Crime Action Plan 2019-20, a requirement for every Borough arising from the London Knife Crime Strategy which was launched in June 2017. Members were informed that both plans would be considered by Cabinet and Council in July 2019.

The Portfolio Holder for Community Cohesion and Crime introduced the Community Safety, Violence, Vulnerability and Exploitation Strategy and reported that the Council had worked closely with MOPAC (The Mayor's Office for Policing and Crime) and the police in this regard. He added that:

- the previous seven major crimes targets had been replaced with a thematic approach which gave local areas greater control of local community safety priorities. The focus of this approach was to concentrate on harm crime and to tackle high volume crime, details of which were set out in his 'Foreword' to the Strategy;
- the Strategy covered a number of areas and it was important to have a clear focus in the following principal areas: burglaries, particularly aggravated burglaries, knife crime, young people being drawn into crime, domestic violence and hate crime.

The Portfolio Holder thanked the Director of Strategy and his team for the work undertaken.

The Portfolio Holder for Young People and Schools introduced the Youth Justice Plan which had been closely aligned with the Violence, Vulnerability and Exploitation (VVE) Strategy and the Safer Harrow Strategic Assessment with a view to working together on shared goals. She also referred to her 'Foreword' which set out the strategic objectives within the Plan. The Portfolio Holder stated that:

- early intervention was essential and should not start when children were 11/12 years old. It was important to help and work with parents to help them understand their children;
- data and information had been based on a small section of the community. She highlighted the specific work carried out by the Youth Offending Team;
- separate documents of the Strategy and Plan had been produced as they were funded separately and there was a requirement to demonstrate achievements against specific outcomes.

The Portfolio Holder commended the work undertaken by the Corporate Director of People Services and his team under stringent financial situation. The Director of Strategy explained that the Strategic Assessment had been undertaken earlier in 2019 and the report before the Overview and Scrutiny Committee would be submitted to both the July Cabinet and Council meetings. He added that the Knife Crime Action Plan had also been produced as requested by MOPAC. He referred to the template provided by MOPAC which had been completed and submitted in May 2019 and noted the minor amendment required. The actions in the Action Plan would be progressed.

The Divisional Director of Children and Young People referred to the Youth Justice Plan which had been based on the work undertaken by the Youth Offending Team (YOT). He highlighted the following points:

- the child was prioritised over the offender – see the child first, the offence second;
- the Council was at the forefront in providing a multi-professional partnership focused on providing services to young people at risk of committing crime. The importance of ‘catching’ children when they were young was embedded in the culture of his team.

An officer explained the services offered by the Youth Offending Team and that the team had recognised the importance of providing support early. The team led on various programmes in school for children in Year 7 which were directed towards resisting temptations and building relationships, including the running of parenting classes. His team comprised of a lead for each school.

Members of the Committee made the following comments and asked questions:

- it was not possible to differentiate mandatory crime areas from policies of choice. The Member provided examples and also asked if modern slavery fell within the mandatory crime area. He asked if the various examples he had cited had consciously added to the mandatory areas and, if so, was there a risk of diluting the Strategy;

- was there a limit on areas that could be prioritised. It would appear that those listed on pages 18 and 19 of the Strategy collectively took the priority areas beyond the number which could be effective priorities;
- political priorities need to be clearly identified and Members invited the Portfolio Holder to comment on how these priorities had been identified.

The Director of Strategy and the Portfolio Holders responded as follows:

- given the statutory duties in relation to tackling modern slavery, the Council had agreed to include it as a mandatory crime and other areas could be added to this section. The Director also referred to the motion previously agreed by full Council and which was being progressed;
- the VVE Strategy brought together a number of other strategies together and as they were all interrelated;
- various organisations and partners, such as the voluntary sector, police, fire brigade, Clinical Commissioning Group (CCG), Young Harrow Foundation had contributed to the priorities. The external bodies had provided statistical analysis and the priorities had been based on this information;
- the VVE Strategy and the Youth Justice Plan demonstrated the positive work that was happening across the Council. The overall priority was to ensure the welfare and safeguarding of children and young people.

A Member of the Committee asked if the report from the MOPAC-led taskforce had been received. The Committee noted that the taskforce had been exploring opportunities to secure sustainable CCTV provision in London and was in recognition of the challenging financial climate faced by Councils who were the primary funders of public space community safety CCTV. Harrow Council was one of the sites that the taskforce had visited. The Director of Strategy replied that the report had been received in 2017 and that there was now a move towards digitalisation in order to prevent crime and catch criminals. The same Member asked how the initiative was to be funded and enquired when a report would be submitted to the Committee. The Director of Strategy stated that the development of the Council's Depot was part of this initiative. He agreed to brief his colleagues on the request for a report.

The following correction was suggested to page 27 under 'Going Forward' of the Strategy: the first sentence to be amended to read 'Harrow Council will increase its ... anti-social behaviour, gang crime and knife crime.

Another Member raised the issue of modern slavery and enquired about the joint protection order at a site in Brent. He cited an example and enquired if similar ones existed in Harrow. The Director of Strategy undertook to investigate further. The same Member asked the Portfolio Holder for Community Cohesion if zero tolerance on drugs was his local priority. The

Portfolio Holder stated that he wanted a zero tolerance policy but local knowledge was required and work was underway.

The same Member was also concerned about the discrepancy in figures in relation to the 'Finance Table' at page 33 of the Youth Justice Plan and enquired about the budget. An officer reported that without the grant, officers would not be able to achieve much of the work undertaken and that they worked as part of a multi-agency team.

The Director of Strategy responded to a question on how regeneration would help reduce crime levels. He explained that design methods could help to 'design out' crime. The impact would be subtle and the intention was to lessen scope for crime and anti-social behaviour.

Another Member commended the work undertaken and was impressed with the number of groups that had shown interest in the various initiatives. He asked if further information could be provided to Members on the work undertaken by Norbury School. The Portfolio Holder for Young People and Schools suggested a meeting with the headteacher of the school.

An officer informed the Committee that positive responses had been received from young people about the work carried at the Wealdstone Centre. He commended the support received from Harrow Youth Parliament and he would remind them that they had a voice on the Committee.

Members of the Committee asked questions about stop and search, knife arches, school exclusions and aggravated burglaries. The Director of Strategy and the Corporate Director of People Services informed the Committee that:

- use of powers under Section 60 of the Criminal Justice and Public Order Act 1994 which allowed police officers to stop and search a person without suspicion were instigated by the Metropolitan Police;
- knife arches would be used randomly and the police provided information details to the Council;
- a bespoke service was provided to schools in relation to school exclusions. All schools were asked to contact the Council with a view to addressing the issue prior to an exclusion being considered;
- the HYOT Plan on page 9 of the Youth Justice Plan provided a summary on how children's issues were addressed;
- guidance was provided to residents on how to make their homes safe. The police were aware of the current model of aggravated burglary worked and were responding to the situation. There were two types of burglaries – opportunistic and targeted.

The Chair thanked the Portfolio Holders for their attendance at the meeting of the Committee. He requested a written response to the question on how

priorities had been decided, the work at Norbury School and designing out crime.

RESOLVED: That

- (1) having considered the CSVVE Strategy, the YOT Plan and the Knife Crime Action Plan, the comments set out in the preamble above be submitted to Cabinet for consideration;**
- (2) the Portfolio Holders for Community Cohesion and Crime and Young People and Schools respond to the question on how priorities had been decided;
- (3) That officers provide responses to questions relating to the work at Norbury School and designing out crime.

FOR CONSIDERATION

Background Documents:

Agenda of the Overview and Scrutiny Committee – 4 June 2019 – Relevant Report

Contact Officer:

Daksha Ghelani, Senior Democratic Services Officer
Tel: 020 8424 1881
Email: daksha.ghelani@harrow.gov.uk

This page is intentionally left blank



REPORT FOR: CABINET

Date of Meeting:	11 th July 2019
Subject:	Youth Justice Plan 2019-20
Key Decision:	Yes
Responsible Officer:	Peter Tolley, Divisional Director, Children and Young People Services
Portfolio Holder:	Councillor Christine Robson, Portfolio Holder for Young People and Schools
Exempt:	No
Decision subject to Call-in:	No, as the decision is reserved to Council
Wards affected:	All wards
Enclosures:	<ol style="list-style-type: none">1. Youth Justice Plan 2019/202. Youth Justice Plan 2019-20 (Consultation [shorter] version)

Section 1 – Summary and Recommendations

This report reviews the performance of and sets out the plan for the Youth Offending Team including strategic priorities which fit within the Safer Harrow Violence, Vulnerability and Exploitation Community Safety Strategy.

Recommendation:

Cabinet is requested to:

- 1) Recommend endorsement and adoption of the Youth Justice Plan 2019-2020 to Council; and
- 2) Authorise the Portfolio Holder for Young People and Schools to make minor amendments to the draft reports, in conjunction with advice from the Youth Offending Partnership Board, for presentation to Harrow Full Council meeting in July 2019.

Reason: **To endorse the Harrow Youth Justice Plan 2019-2020 and adopt it as Harrow Council's Youth Justice Plan.**

Section 2 – Report

Introduction

The Harrow Youth Justice Plan (also known as the Youth Offending Team plan or YOT Plan)

Local authorities continue to have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services.

Section 40 of the Crime and Disorder Act 1998 sets out the youth offending partnership's responsibilities in producing this plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan, setting out:

- how youth justice services in their area are to be provided and funded
- how the youth offending team (YOT) or equivalent service will be composed and funded, how it will operate, and what functions it will carry out.

The youth justice plan must be submitted to the Youth Justice Board for England and Wales (YJB) and published in accordance with the directions of the Secretary of State.

'Modern Youth Offending Partnerships' and 'YOT Management Board Guidance for Wales' provide additional guidance about drafting a youth justice plan and its relationship to other strategic plans.

The Harrow Youth Justice Plan references and directly aligns to the Community Safety Violence Vulnerability and Exploitation Strategy.

Additional specific data relates to key national and local indicators these are as outlined in the main plan:

Nationally prescribed objectives

- a) Reduce First Time Entrants to the Youth Justice System
- b) Reduce the use of custody
- c) Reduce the number of people reoffending and the number of re-offenses per person

Youth violence, weapon based crime, vulnerability and exploitation.

- d) To reduce the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons (guns and knives)
- e) To embed an awareness of actions which can shift attitudes within young people at schools and in other education settings towards the issues of sexual assault, child sexual, digital and criminal exploitation

Drug and alcohol misuse

- f) Reduce the incidence of young people possessing and using illegal and harmful drugs
- g) Reduce the incidence of young people being involved in the supply, dealing, distribution or the production of drugs and to build resilience in young people so that they are able to spot the signs of dealer grooming.
- h) To reduce alcohol and drug-related reoffending.

Wellbeing and welfare

- i) To promote the emotional and psychological resilience of young people at risk of offending behaviour so that they can make more civic and pro-social choices about their lifestyle.
- j) To provide a robust offer to youth at risk of offending to support them as they are diverted away from offending behaviour
- k) To provide a robust service which takes strategic action towards protecting the public and other vulnerable young people from the most prolific and high harming behaviours displayed by young offenders.
- l) To reduce the disproportionality of over-represented groups within the local criminal justice context

These key objectives are worked on by the Youth Offending Partnership which consists of statutory and voluntary sector stakeholders all working together to achieve these common goals.

The YOT plan is integrally aligned with the reducing High Harm and drug and alcohol priorities of the Safer Harrow Community Safety Violence, Vulnerability and Exploitation strategy [SHCSVVE].

All of the consultation about that strategy listed below is relevant for the Youth Justice Plan although there will be additional consultation sessions with youth groups and has already been consultation with the YOT team and management board.

Consultation and Engagement

In refreshing the VVE strategy priorities and attached YOT plan, consultation and engagement was undertaken with partners, stakeholders and relevant services within the council.

- April – Strategic Assessment debated at Overview and Scrutiny
- April – Emailed CSVVE Strategy to partners represented on Safer Harrow (Police, Probation, Fire, CRC, CCG, LCSB, Harrow Youth Parliament, Young Harrow Foundation) and services (Youth Offending Team, Housing, Regeneration, Policy Team) requesting updates to inform the refresh
- 26th April 2019 – hosted an engagement workshop inviting all partners, stakeholders and services to review the priorities and delivery plan
- 1st May 2019 – Attended the Youth parliament meeting to consult with members of the Parliament to understand the impact of crime on young people and how this can be reflected in the priorities and delivery plan, as well as how the Council and the Youth parliament will work together going forward.
- Liaised with colleagues from the Regeneration team to understand how crime was being designed out through regeneration and included this in the CSVVE strategy
- 13th May 2019 – a workshop attended by officers and partners to discuss the issue of drugs, the impact on crime and possible interventions to address this.
- 13th May 2019 – Shared the draft CSVVE strategy with Safer Harrow for consultation and to be discussed at the meeting on 17th June 2019
- 15th May 2019 - Draft CSVVE strategy shared with wider voluntary sector partners who we collaborate with to deliver key projects within the strategy
- 29th May 2019 – Draft CSVVE strategy taken to CSB for feedback and comments
- 4th June 2019 – Draft CSVVE strategy to O&S for feedback and comments

Responding to Scrutiny's feedback on the Strategic Assessment 2019

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

The findings of the Strategic Assessment have informed the annual refresh of Harrow's Community Safety and Violence, Vulnerability & Exploitation Strategy.

The draft Strategic Assessment was presented to the Overview and Scrutiny Committee on the 9th April 2019.

The final Strategic Assessment is available as an enclosure to the VVE report. In addressing the issues raised at Overview and Scrutiny Committee, the key revisions are:

- Updates to tables and maps
- Addition of data on aggravated burglary
- Clarification of priorities to ensure they are consistent throughout the strategic assessment and with the Strategy
- Correction of dates and typographical errors in the draft document
- Consistency in terminology throughout the documents

Responding to the Recommendations arising from the Youth Violence Scrutiny Review

The Council has recently completed a scrutiny review on Youth Violence in Harrow and the recommendations coming out of the review include:

Recommendation 1: Each time a strategy or policy is reviewed a specific perspective on reducing youth violence should be included.

Recommendation 2: The Council to work in collaboration with the Police and Schools to address the priorities agreed within the CS, VVE Strategy

Recommendation 3: The council to explore interventions that prevent young people from using and dealing drugs.

Recommendation 4: Harrow Council explores the use of early intervention programmes in year 6 of primary schools

The review is also being considered by O&S on the same agenda as the CSVVE Strategy and the YOT Plan, so the recommendations need to be formally agreed. However, once these have been agreed, the intention is to formally incorporate these into the CSVVE Strategy accordingly.

At this stage, recommendations 2-4 have already been considered through the refresh of the CSVVE Strategy. As with all scrutiny reviews, the relevant service managers within the Council will be responding to these recommendations to Cabinet in July this year. We will also work in collaboration with partners and the Voluntary and Community Sector (VCS) to take these recommendations forward. A conversation around possible interventions to prevent young people from using and dealing drugs has already started in the form of workshops with partners and the VCS. Discussions are also being led by a head teacher at Harrow High School looking at establishing a referral process for schools, building on the work already carried out in the Multi Agency Safeguarding Hub (MASH).

Knife Crime Action Plan

The London Knife Crime Strategy was launched in June 2017 and within it was a commitment for every London borough to have a bespoke knife crime action plan created in partnership with the Met Police. The Met Police worked with each Community Safety Partnership (CSP) to develop a local plan, with the understanding that these should be based on a locally developed, partnership analysis of the knife crime problem.

Harrow's Knife crime Action Plan has been developed in consultation with officers across the Council and partners on the Safer Harrow Partnership. This will be reviewed on a regular basis and updates provided to the Mayor's Office for Policing and Crime (MOPAC). The Action Plan is to be submitted to MOPAC at the end of May 2019, and is refreshed for O&S consideration on the basis that the actions within it clearly set out some of the activity the partnership are taking around the priorities associated with Youth Violence and are integral to the CSVVE Strategy and YOT Plan.

Options considered

No other option has been considered as it is a statutory requirement for Council to produce an Annual Youth Justice Plan.

Risk Management Implications

Issues of Community Safety are a growing concern, the Council, and partners approach to resolving the current rise in violent crime in the borough are important. The strategy sets out activity that can be delivered within existing resources, but there are still risks given community engagement will be an important part of addressing the issues set out in this strategy and based on further growth in incidents resources will become further stretched..

Procurement Implications

The strategy did not include the procurement of new services. Related projects being delivered in relation to the YOT and VVE strategy objectives are funded through the London Crime Prevention Fund (LCPF) which runs for four years. We are currently in the third year of the four year programme.

As a result there are no procurement implications so is cleared by the Head of Procurement.

Legal Implications

Local authorities continue to have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services.

Section 40 of the Crime and Disorder Act 1998 sets out the youth offending partnership's responsibilities in producing this plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan, setting out:

- how youth justice services in their area are to be provided and funded
- how the youth offending team (YOT) or equivalent service will be composed and funded, how it will operate, and what functions it will carry out.

The youth justice plan must be submitted to the Youth Justice Board for England and Wales (YJB) and published in accordance with the directions of the Secretary of State.

'Modern Youth Offending Partnerships' and 'YOT Management Board Guidance for Wales' provide additional guidance about drafting a youth justice plan and its relationship to other strategic plans.

The Harrow Youth Justice Plan references and directly aligns to the Community Safety Violence Vulnerability and Exploitation Strategy.

Financial Implications

The Youth Justice Service budget in 2019-20 is £964k of which £211k is funded a grant from the Youth Justice Board. In addition a further £294k of staffing is provided in-kind by the Police Service, National Probation Service and health services.

A table outlining the cost of funding the team including in-kind contribution of staff hours from partner agencies is included as the second Appendix to the Youth Justice 2019-20 plan.

All other activities as set out in the integrated VVE and YOT delivery plan will be met within existing budgets.

Equalities implications / Public Sector Equality Duty

The EqIA hasn't identified any adverse impact on any of the protected characteristics. The priorities identified within the strategy will in fact have a positive impact.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

This Strategy relates to the corporate priorities of:

Supporting Those Most in Need

- Reduce levels of homelessness in the borough
- Empower residents to maintain their well-being and independence
- **Children and young people are given the opportunities to have the best start in life and families can thrive**
- Reduce the gap in life expectancy in the borough

Section 3 - Statutory Officer Clearance

Name: Jo Frost



on behalf of the *
Chief Financial Officer

Date: 2/7/2019

on behalf of the *	
Name:	<input type="checkbox"/> Monitoring Officer
Date:	

Section 3 - Procurement Officer Clearance

Name: Nimesh Mehta	<input checked="" type="checkbox"/> Head of Procurement
Date: 2/7/2019	

Ward Councillors notified:	No
EqIA carried out:	YES
EqIA cleared by: Alex Dewsnap, Director of Strategy	

Section 4 - Contact Details and Background Papers

Contact: Contact:

Mark Scanlon, Head of Youth Offending Service and Early Support
Ext 6610, mark.scanlon@harrow.gov.uk

Background Papers:

1. Youth Justice Plan 2019/20
2. Youth Justice Plan 2019-20 (Consultation [shorter] version)

Call-In Waived by the Chair of Overview and Scrutiny Committee	NO
---	----

Harrow Youth Offending Partnership

Youth Justice Plan

July 2019 - 2020

Contents

1. Foreword	3
2. Introduction.....	4
3. Executive Summary	7
HYOT Plan on a page.....	9
Issues and partner providers word cloud.....	10
4. Review of previous year's performance / Strategic Analysis	11
Key additions of findings from the Strategic Assessment and VVE Strategy review	28
5. Summary of Strategic Objectives	30
6. Delivering the strategy	31
7. Appendices	32
YOT Board Membership	32
Finance Table	33
Staffing structure and breakdown.....	34
Structure and Governance arrangements.....	35
Allocation of Good Practice Grant.....	36
YOT Champions Roles	37
Glossary.....	41
Statutory functions and strategic approach of the Youth Justice Board (YJB)	42
Consultation questionnaire	44
Annex - YJB Guidance on YJ Plans	45

1. Foreword

Councillor Christine Robson
Young People & Schools Portfolio Holder



This year we have deliberately closely aligned our Youth Justice Plan local strategic objectives with the Violence Vulnerability and Exploitation (VVE) Strategy and with the Safer Harrow Strategic Assessment.

The published survey “This is Harrow” of young people’s self report about their needs produced in collaboration with Young Harrow Foundation and involving an analysis of over 4500 young people’s questionnaires outlining their needs, highlighted gang activity and youth violence, mental health and emotional wellbeing as some of the key concerns of young people and themes to be addressed. These chime with the strategic objectives of this Youth Justice Plan.

Our strategic objectives within this plan are to

- Reduce Youth violence (particularly knife crime)
- Reduce Drug and alcohol misuse (including the use, supply and distribution as well as the exploitation of younger age groups into becoming involved)
- Strike a balance between protection of the public and safeguarding the welfare and wellbeing of those at risk of offending.
- Reduce the numbers of young people coming into the youth justice system, reduce the need for custody and reduce the rate of re-offending

There are a range of wonderful existing partnership arrangements with other statutory and voluntary sector organisations. We are all focused around these objectives and working together to build Harrow to become a great place to work, live and go to school. It is our aim and collective will to protect the most vulnerable and provide suitable support to families within our local communities.

The needs of young people will continue to be gathered and responded to. We will continue to work with our key partners to deliver a good level of practice and service to Harrow.

Local young people will continue to be engaged and involved in co-producing and reviewing the strategic developments, impact and successes as we move forward so that residents will be assured that we will continue to deliver our overarching vision of building a better Harrow.

2. Introduction

Serious youth violence, drug dealing and drug use involving young people has been subject of much recent local attention both to residents and within the local media. This picture would also be recognised across London and wider regional contexts too. As a response, Local Action Groups have emerged and local people have demonstrated motivation and hope to bring about effective change and resolution.

Part of the response is conveyed within the work of the statutory service providers. This includes children and families services that will support and build capacity within families and enhance the resilience of children. It also includes the Statutory Youth Offending Team (YOT). The YOT is a multi-professional partnership focused on providing services to young people at risk of committing crime. The aim of all YOTs nationally is to

- Reduce First Time Entrants to the Youth Justice System
- Reduce the use of custody
- Reduce the rate of reoffending

However, Harrow YOT recognises local need and as such has established the following strategic objectives

- Reducing Youth violence (particularly knife crime)
- Reducing Drug and alcohol misuse (including the use, supply and distribution as well as exploitation of younger age groups into such use)
- Address children's longer term needs including their vulnerabilities and need for emotional and behavioural well-being while balancing this against the need of the general population and particularly their peers to be and feel safe.

This YJ plan outlines the progress made already and the journey ahead still remaining. The executive summary outlines the achievements and remaining areas of challenge.

The work of the YOT is only a part of the overall strategic delivery plan. To effectively address these issues, this plan has been closely aligned with this year's VVE strategy review. The combined partnerships together provide a strong base of agreement and consolidation to make progress. However, delivery is reliant on effective partnerships with a wide range of providers who can address universal, targeted and specialist needs. Such providers include emotional and mental health providers, health and wellbeing, education, training, probation and police involvements, gangs and exploitation specialists, drugs workers, youth workers and a range of voluntary sector providers such as Ignite, StreetDoctors, Street Pastors, RedThread and others.

The 2 plans (YJ and VVE) have been consulted on with focused groups but there is further significant opportunity to involve other key parties in developing and reviewing progress against integrated VVE and YJ delivery plan. Our delivery plan incorporates our knife crime strategy action plan which is also reported to MOPAC.

As with the Community Safety, Violence, Vulnerability and Exploitation Strategy, this Youth Justice Plan also firmly **echoes the London Mayor's priorities**, and includes a renewed focus on tackling Youth Violence, Drug and alcohol misuse and targeted support

Consultation and Engagement

The Violence Vulnerability and Exploitation Strategy with which this plan aligns has been consulted on extensively. The YJ Plan aligns completely with the data findings included in the Community Safety & VVE Strategy.

- April – Strategic Assessment debated at Overview and Scrutiny
- April – YOT Team consultation about key priorities based on local key performance data as shared at YOT Board.
- April – Emailed Strategy to partners represented on Safer Harrow (Police, Probation, Fire, CRC, CCG, LCSB, Harrow Youth Parliament, Young Harrow Foundation) and services (Youth Offending Team, Housing, Regeneration, Policy Team) requesting updates to inform the refresh
- 26th April 2019 – hosted an engagement workshop inviting all partners, stakeholders and services to review the priorities and delivery plan
- 1st May 2019 – Attended the Youth parliament meeting to consult with members of the Parliament to understand the impact of crime on young people and how this can be reflected in the priorities and delivery plan, as well as how the Council and the Youth parliament will work together going forward.
- Liaised with colleagues from the Regeneration team to understand how crime was being designed out through regeneration and included this in the strategy
- 10th May 2019 – YOT Board advised about YOT plan draft priorities remaining aligned with previous year as based on most current performance data available
- 13th May 2019 – Shared the draft strategy with Safer Harrow for consultation and to be discussed at the meeting on 17th June 2019
- 29th May 2019 – Draft strategy taken to CSB for feedback and comments

Further consultation is planned for the YOT plan throughout May and June 2019 including with young people at Early Support Hubs and Youth Parliament and Final Session with Youth Offending Partnership Board on 21st June 2019.

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

The Youth Offending Partnership Board has strategic oversight of the Youth Offending Team (YOT) who, along with collaborative partnerships, deliver aligned strategic objectives to the young people of Harrow who are vulnerable to or impacted by offending.

The structure of this report includes a strategic analysis of the latest data available (2017-18) and then lays out the strategic objectives before a consideration of how these objectives will be taken forward.

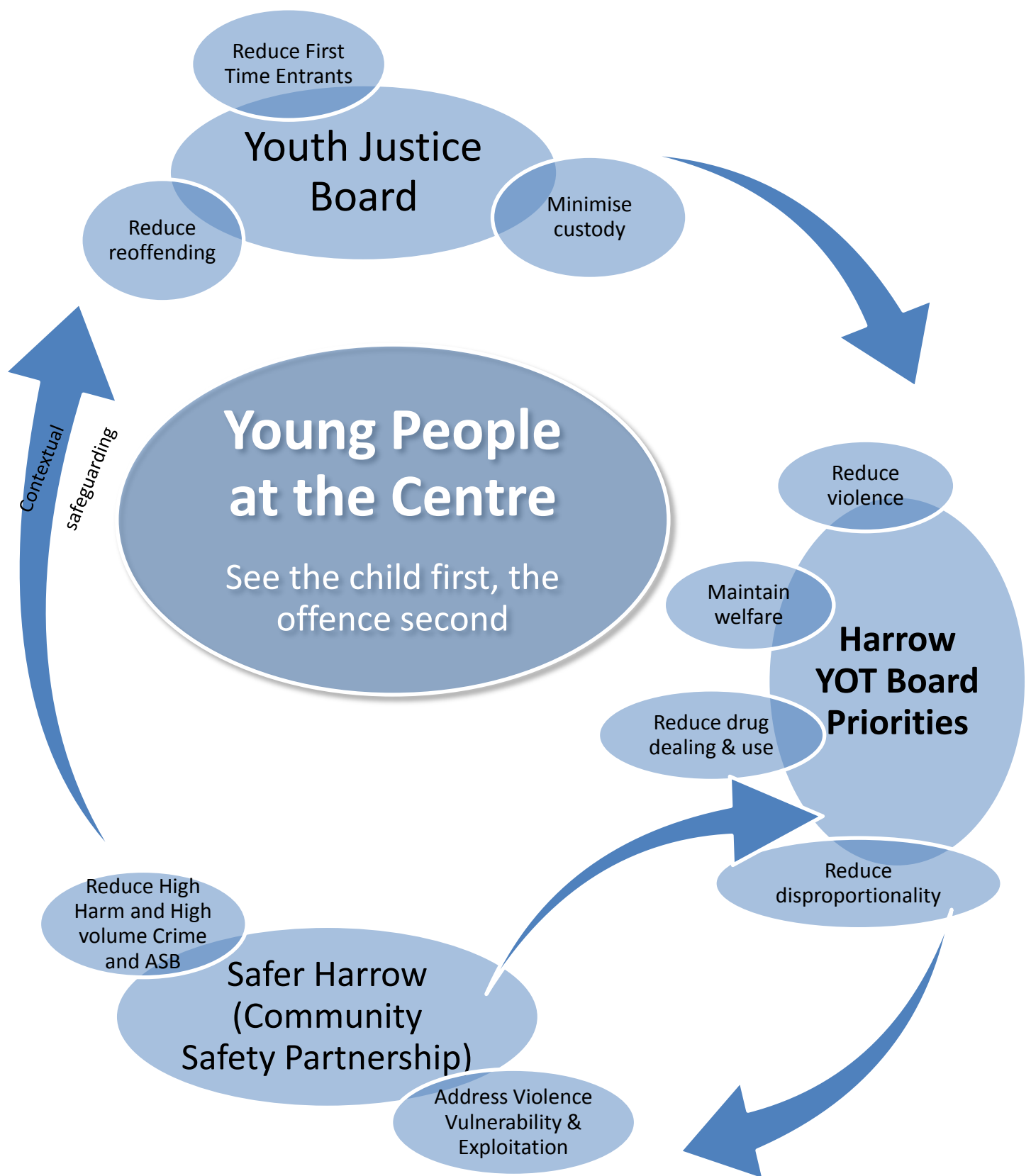
A number of relevant appendices then outline and give more detail about relevant operational matters.

3. Executive Summary

The residents and young people of Harrow need to feel and be safe

1. The welfare and wellbeing of young people at the edge of and involved in offending behaviour and the protection of the people and community affected by such offending remain at the heart of the challenges for this YOT service.
 - a. Achieving a balance which promotes welfare and wellbeing and also enables the feeling of and actual safety and protection continues to be managed and led by the officers and staff of the partnership.
 - b. This collaborative and inclusive approach needs to continue as partners work together to develop effective and innovative ways to manage the challenges and serve in order to lead relevant and proportionate achievements.
2. Responding to local needs including being involved with the Wealdstone and South Harrow/Rayners Lane Community Action Groups will help deliver the strategic objectives. This will build on work already being delivered from the Wealdstone Early Support (Youth) Hub and in partnership with youth provision / services.
3. There is a strong and positive improvement in the three key performance areas established through the Youth Justice Board
 - a. The rate of first time entrants to the Youth Justice System in Harrow continues to decline and is lower than the London, and England average rate.
 - b. The use of custody remains very low during 2018-19 and is lower than the London, and England average rate.
 - c. The rate of reoffending is decreasing and is lower than the London, and England average rate.
4. There is a fully recruited and stable staff group with suitable skills and abilities to deliver high quality services and interventions to the young people being worked with. The co-located nature of the service (within children's services and alongside key other council partners) continues to be a strength.
5. There is a strong alignment with the Youth Offer. The Early Support Service has enabled a restructuring to further strengthen the pathways to divert young people from offending behaviour and link in with the Youth service which is a part of a restructured continuum of provision.
6. There is a good alignment with the work of the Violence, Vulnerability and Exploitation (VVE) partnership. This includes collaborative working at VVE daily meetings, working with partner agencies (Multi Agency Safeguarding Hub [MASH], Police) and strategic alignment. There is also close alignment with the Joint Strategic Assessment which has informed both the VVE Strategy and this plan.

7. Local challenges for young people and the workers of the YOT include
 - a. Addressing vulnerability to becoming involved in serious youth violence and
 - b. Being vulnerable to being exploited and involved in the use, supply and distribution of illegal drugs.
 - c. Known disproportionality of involvement in the criminal justice system
8. Relationships and collaborative working with Children's Services continue to strengthen and build on good arrangements. Consistently, about a third of YOT young people are also known to Children's Services Partners.
9. The YOT continue to support, develop and promote a range of effective and innovative programmes including "mindfulness and mental toughness", "street doctors", "Goldseal: music production and business enterprise", TallShips collaborative residential course at sea, "no knives better lives" workshops, LEAP employability partnership.
10. The service continues to build a closer affinity with the voluntary sector including Ignite, Young Harrow Foundation, Cedars Youth & Community Centre.
11. As a learning organisation Harrow YOT has built from last year's commissioning of an independent audit to enhance practice skills around trauma informed practice, forensic case formulation and restorative approaches.
12. The YOT's electronic case management system (Capita One) for recording has been continuing to embed. Though there are still some challenges (particularly around "connectivity") the use of the AssetPlus framework is much more embedded and enabling benefits in terms of enabling better identification of risk and vulnerability, ability to demonstrate management oversight.
13. The YOT Partnership Board continues to be well attended and provides good level of scrutiny, oversight and strategic direction. Board members and YOT practitioners are now engaged in a rolling programme of observing and learning from each other's roles as the team have started to host YOT tour days for all Board members to observe practice for themselves. And all YOT practitioners have or will have attended YOT Boards over the course of the year.
14. There follows a graphic of the YOT plan on a page which is widely distributed and acts as a quick aide memoire for stakeholders and partners to have a quick overview of the strategic aim of Harrow YOT (HYOT).





4. Review of previous year's performance / Strategic Analysis

****Note that there is a significant time lag for some offending data due to the time taken between an offence and its disposal via court or other process, alongside the national verification process carried out by the YJB before data is made available . In addition, reoffending indicators quote the date of the original offence, which makes them appear even more dated. The most up-to-date, verified, data that is available is used throughout this section**.**

YJB National Indicators

First Time Entrants

- The current period for Harrow (Oct 17 - Sep 18) shows a decrease of 34.0% on the same period in the previous year (Oct 16 - Sep 17). The current number of first time entrants is 41 compared to 61 for the same period last year. YOT family average has decrease at a lower rate, 24.7% compared to 34.0% for Harrow.
- The current period for Harrow (Oct 17 - Sep 18) shows a decrease of 34.0% on the same period in the previous year (Oct 16 - Sep 17). The current rate per 100,000 populations is 176 compared to 260 for the same period last year. Harrows current rate is lower than all comparators. It is currently the 3rd lowest of the 10 YOT families.

Re-Offending

- Harrow's current figure (Jan 17 - Mar 17) is 36.4%, 12 re-offenders from a cohort of 33. This compares to 38.5% for the same period last year (Jan 16 - Mar 16) and is a decrease of 2.1%. This is slightly lower than comparator YOT's (40.8%), national figure (39.6%) and the London figure (44.4%). On average the re-offenders are responsible for 2.78 re-offences each.

Custody

- Over the past 3 years, Harrow's numbers in custody have been varied from between 5 and 13 in any 12 month rolling period. The current quarter (Jan 18 - Dec 18) figure of 7 is slightly lower than the previous year's figure of 8 (Jan 17 - Dec 17).

Local indicators

Numbers in Service

- There have been 140 new interventions starting in the YOT year to date. This includes 29 Triage cases, 18 Youth Conditional Caution, 30 Referral Orders, 8 Remands, 8 custodial sentences and 35 YRO's.
- The number of active cases open to the YOT during March is 75. There has been a general decrease in the caseload since September.

Reducing re-offending

- There have been 137 new YOT sentences year to date. New YOT sentences are made up of 29 (21.2%) Triage Cases, 52 (38.0%) First time entrants and 56 (40.9%) reoffending young people. The proportion of FTE's and Re-offenders differs from last year showing a slight decrease in the proportion of re-

offenders and a small increase in the proportion of FTE's. FTE's account for 38.0% of the caseload in 18/19 (YTD) compared to 35.5% FTE's in 17/18. Re-offenders account for 40.9% of the caseload in 18/19 (YTD) compared to 41.3% FTE's in 17/18.

- Of the 52 young people who have entered the youth justice system year to date, only 6 (11.5%) had previous triage interventions with Harrow YOT. This suggests that FTE are not coming into contact with the YOT/triage programme before offending. It would be worth looking at the FTE group in more detail to determine whether they could have been eligible for Triage rather than a court sentence. An initial look at the type of offences suggests that the FTE offences were more serious than those receiving Triage.
- Triage cases who re-offend within 12 months. The latest figure is for those who entered Triage during Q4 of 2017/18. Of the 6 that entered triage during the period, 1 (16.7%) became first time entrants within 12 months.

First Time Entrants (FTE's) who re-offend within 12 months.

- The latest figure is for those who became FTE's during Q4 of 2017/18. Of the 15 who became FTE's, 5 (33.3%) became re-offenders within 12 months, committing an average of 6.2 offences each. The high number of average re-offences is due to one young person with a lot of offences.

Offences

- Triage - 48.3% of triage cases were for possession of cannabis. 17.9% were for violence against the person, which were mostly assaults with one harassment. 10.3% were for criminal damage, these were attempted criminal damage. 10.3% were for public order offences, which were for public nuisance and using threatening behaviour.
- First time entrants - 32% of first time entrants had violence against the person offences which were mostly assaults. 22% had offensive weapons offences. 10% were public order, some affray, and some threatening behaviour. 12% had drug offences in total, some possession and some with intent to supply.
- Re-offenders - 16.9% had breach offences. 15.3% had robbery as their main offence. 15.3% had possession of an offensive weapon. 11.9% had violence against the person.

Custody and Remand

- Year to Date there have been 12 young people on remand with 10 new remands in the year. 10 remands were to YOI and 2 were to LA care.
- At the end of March there were no young people on remand.
- Remands are higher in comparison to last year with 12 compared to 9 for the last year.
- There have been a total of 12 young people in custody at any point during 2018/19. Throughout the year there have been 8 new custodial sentences. Currently there are 2 young people in custody and 1 young person on a post custodial licence

Protecting the Public

- As at end of March there have been 39 breaches that were sentenced and 4 that were withdrawn. 14 received a new Youth Rehabilitation Order, 5 received a Referral Order Extension, 8 received an order to continue, 5 were sentenced to custody and 1 received a new referral order.

- The 39 breaches reflect a smaller cohort of 24 people who have breached. 13 young people breached once, 7 young people breached twice, 2 young people breached 3 times and 1 young person breached 4 times and 1 young person breached 5 times. 3 of the young people committing breaches are out of borough cases.

Breached clients who re-offend within 12 months.

- The latest figure is for those who breached during Q4 of 2017/18. Of the 9 who breached, 5 (55.6%) became re-offenders within 12 months, committing 36 offences (average of 7.2 offences each). One young person committed 1 additional offence, one young person committed 4 additional offences, 1 young person committed 5 additional offences, one young person committed 8 additional offences and 1 young person committed 18 offences.

Protecting Children and Young People

- A snapshot of YOT cases at the end of March 2019 showed that 4 (6.9%) were looked after, 4 (6.9%) were on a child protection plan and 13 (22.4%) were classed as children in need. Over the past few months there has been a reduction in the number of YOT cases being looked after. Numbers on CPP are still low compared to previous month.

Caseload Intervention, Risk and Vulnerability Levels

- Intervention Levels - A snapshot of the live caseload at the end of January shows that 22 (47.8%) are Intensive, 13 (28.3%) are Enhanced and 2 (4.3%) are Standard.
- Risk Levels - A snapshot of the live caseload at the end of January shows that 17 (37.0%) are High risk, 15 (32.6%) are medium risk and 5 (10.9%) are low risk.
- Vulnerability Levels - A snapshot of the live caseload at the end of January shows that 20 (43.5%) are High vulnerability, 10 (21.7%) are medium vulnerability and 7 (15.2%) are low vulnerability.

Education, Training and Employment

- Statutory School Age - A snapshot of the live caseload at the end of March shows that 93.3% of young people at statutory school age are involved in 25hrs + of education and 6.7% are NEET.
- Non statutory School Age - A snapshot of the live caseload at the end of March shows that 52.9% of those above statutory school age are involved in 16hrs + of education training and employment and 47.1% (16 individuals) are NEET.

Numbers of New Interventions by Type (By Month and YTD)

Month	2017/18 full year	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
Triage	36	2	6	2	3	3	0	1	6	0	0	5	1	29
Youth conditional Cautions	10	1	0	1	5	0	1	1	1	2	2	3	1	18
Youth Cautions	0	0	1	1	0	1	0	0	0	0	1	0	0	4
Referral Order	52	6	4	1	1	3	3	4	0	1	3	2	2	30
Youth Rehabilitation Orders	45	5	4	2	0	5	1	4	3	4	1	1	5	35
DTO Licence	4	0	0	0	2	1	0	1	0	0	0	1	1	6
DTO Custody	6	0	3	0	2	0	0	1	1	0	1	0	0	8
Section 90/91 Licence	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Remand	8	4	1	1	0	0	0	0	1	1	0	0	0	8
Remand to LAA Status	0	1	0	0	0	0	0	1	0	0	0	0	0	2
Bail	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	165	19	19	8	13	13	5	13	12	8	8	12	10	140

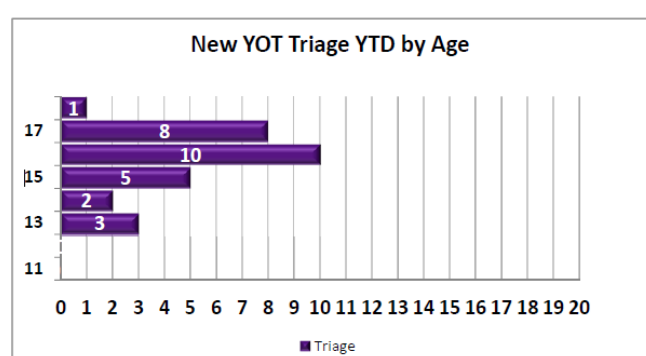
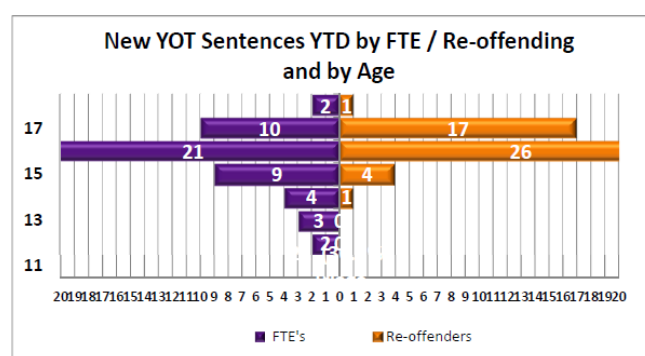
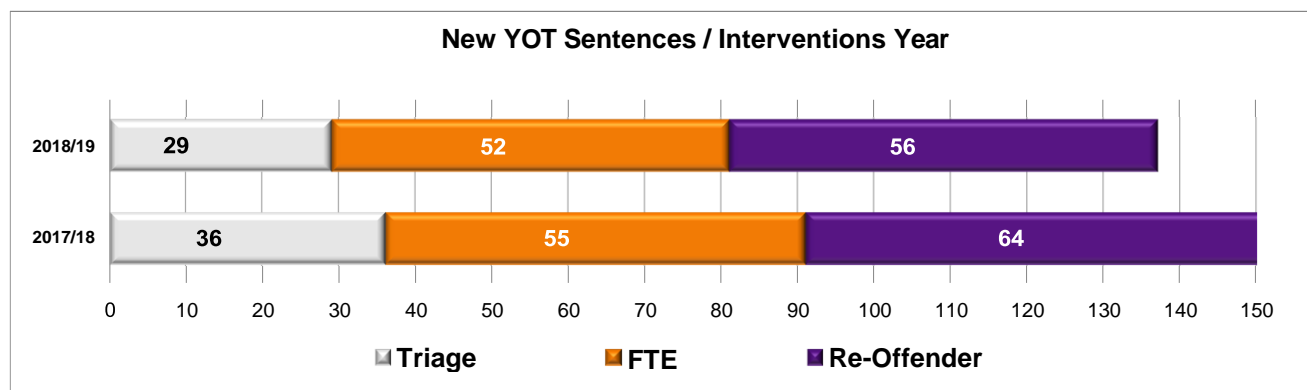
There have been 140 new interventions starting in the YOT year to date. This includes 29 Triage cases, 18 Youth Conditional Caution, 30 Referral Orders, 8 Remands, 8 custodial sentences and 35 YRO's

Numbers of Active Interventions by Type (Monthly figure)

Month	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Triage	5	8	9	9	14	8	6	12	11	6	11	9
Youth conditional Cautions	5	3	1	7	6	7	7	4	7	7	8	9
Youth Cautions	0	0	0	1	0	1	1	1	0	1	0	0
Referral Order	39	35	32	36	36	38	36	30	27	27	26	22
Youth Rehabilitation Orders	34	37	38	34	32	29	29	26	25	24	23	25
DTO Licence	0	0	0	1	2	3	2	2	2	2	3	3
DTO Custody	2	3	3	5	5	4	4	5	4	5	6	7
Section 90/91 licence	2	2	0	1	0	0	0	0	0	0	0	0
Section 90- 92	1	1	1	1	1	1	1	0	0	0	0	0
Remand	5	5	3	2	2	1	0	1	1	0	0	0
Remand to LA Care	1	1	0	0	0	0	1	1	0	0	0	0
Bail	0	0	0	0	0	0	0	0	0	0	0	0
Total Active Cases	94	95	87	97	98	92	87	82	77	72	77	75

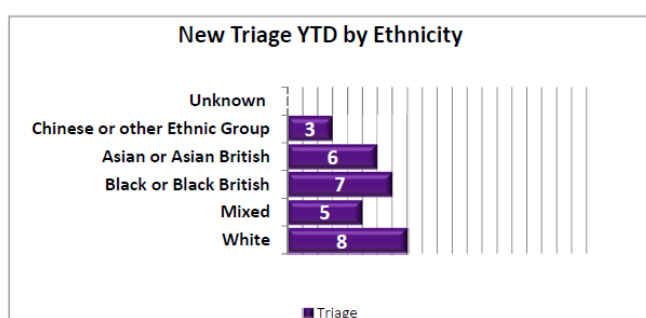
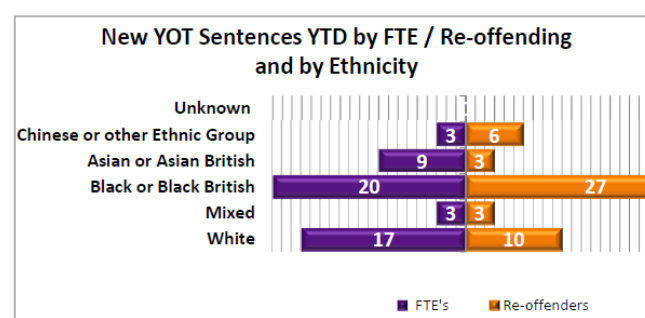
The number of active cases open to the YOT during March is 75. There has been a general decrease in the caseload since September.

Numbers of New Interventions Who Are Triage, FTE's and Who Are Re-offenders (by month and YTD)



Interventions starting by Age and Gender	Gender		
	YTD	Male	Female
Number of new interventions starting	130	113	17
Numbers of Triage cases	29	24	5
% That are Triage	22.3%	82.8%	17.2%
Number that are FTE's	52	46	6
% That are FTE's	40.0%	88.5%	11.5%
Number that are re-offenders	49	43	6
% That are re-offenders	37.7%	87.8%	12.2%

YTD	Age							
	11	12	13	14	15	16	17	18
130	0	3	6	7	18	57	35	4
29	0	0	3	2	5	10	8	1
22.3%	0.0%	0.0%	10.3%	6.9%	17.2%	34.5%	27.6%	3.4%
52	0	3	3	4	9	21	10	2
40.0%	0.0%	5.8%	5.8%	7.7%	17.3%	40.4%	19.2%	3.8%
49	0	0	0	1	4	26	17	1
37.7%	0.0%	0.0%	0.0%	2.0%	8.2%	53.1%	34.7%	2.0%



The vast majority of interventions were for males (87%). There is a similar split between first time entrants (2/5) and reoffenders (2/5) and the remaining 1/5 being dealt with through Triage. The ethnicity of all young people is recorded. Black / black British ethnicities are significantly over represented (55% of reoffenders, 38% of FTE, 24% triage) vs Asian (6% reoffenders, 17% FTE, 21%) triage vs white (20% reoffenders, 33% FTE, 26% Triage). So, similar triage levels but significant over representation of black and under representation of Asian at FTE and particularly at reoffending levels.

Reducing reoffending

Interventions starting by Ethnicity	Ethnicity						
	YTD	White	Mixed	Black or Black British	Asian or Asian British	Chinese or other ethnic	Not recorded
Number of new interventions starting	138	40 29%	11 8%	56 41%	19 14%	12 9%	0
Numbers of Triage cases	29	8 20% of 40	5 45% of 11	7 13% of 56	6 32% of 19	3 25% of 12	0
% That are Triage	21.0%	27.6%	17.2%	24.1%	20.7%	10.3%	0.0%
Number that are FTE's	52	17 43% of 40	3 27% of 11	20 36% of 56	9 47% of 19	3 25% of 12	0
% That are FTE's	37.7%	32.7%	5.8%	38.5%	17.3%	5.8%	0.0%
Number that are re-offenders	57	15 38% of 40	3 27% of 11	29 52% of 56	4 21% of 19	6 50% of 12	0
% That are re-offenders	41.3%	26.3%	5.3%	50.9%	7.0%	10.5%	0.0%

- There have been 138 new YOT sentences year to date. New YOT sentences are made up of 29 (21.2%) Triage Cases, 52 (38.0%) First time entrants and 56 (40.9%) Re-offenders. The proportion of FTE's and Re-offenders differs from last year showing a slight decrease in the proportion of re-offenders and a small increase in the proportion of FTE's. FTE's account for 38.0% of the caseload in 18/19 (YTD) compared to 35.5% FTE's in 17/18. Re-offenders account for 40.9% of the caseload in 18/19 (YTD) compared to 41.3% FTE's in 17/18.
- Re-offenders tended to be slightly older with 89.8% being 16 plus compared to 63.5% for FTE's and 65.5% for Triage.
- Black ethnicities were over represented in the re-offenders group with 50.9% compared to 38.5% for FTE's and 24.1% for Triage. Asian ethnicities were under represented in the re-offending group with 7.0% being re-offenders compared to 17.3% FTE's and 20.7% triage. White ethnicities were under represented in the re-offending group with 26.3%, compared to 32.7% for the FTE group and 27.6% for the triage group.
- Females seem to be slightly more represented in the Triage group.

Triage - Numbers of Triage Cases who Became First Time Entrants

Month	2017/18 Full Year	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
Number of FTE's	55	7	7	3	6	7	4	5	1	3	4	4	1	52
Number that had previous Triage	3	0	1	0	0	1	2	1	0	0	0	1	0	6
% that had previous Triage	5.50%	0.0%	14.3%	0.0%	0.0%	14.3%	50.0%	20.0%	0.0%	0.0%	0.0%	25.0%	0.0%	11.5%

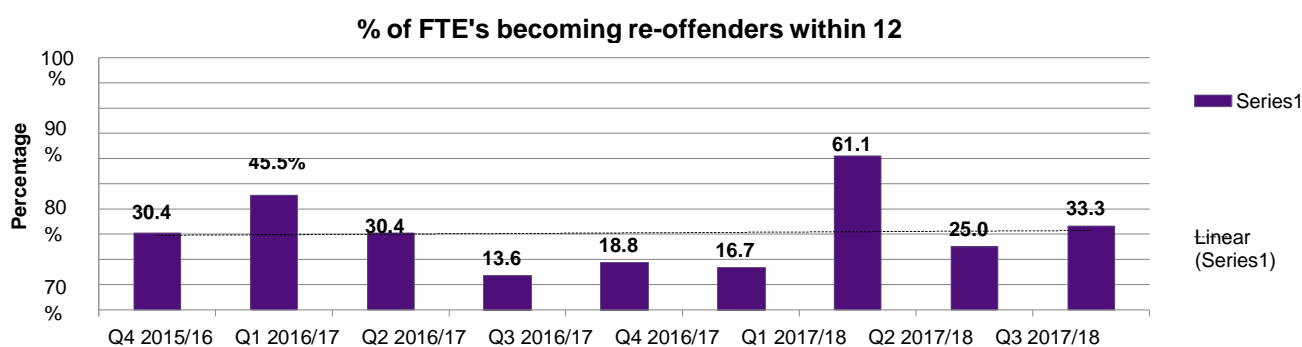
- Of the 52 young people who have entered the youth justice system year to date, only 6 (11.5%) had previous triage interventions with Harrow YOT. This suggests that FTE are not coming into contact with the YOT/triage programme before offending. It would be worth looking at the FTE group in more detail to determine whether they could have been eligible for Triage rather than a court sentence. An initial look at the type of offences suggests that the FTE offences were more serious than those receiving Triage.

Triage - Numbers of Triage Cases Who Re-offended Within 12 Months.

Quarter	Q4 2015/ 16	Q1 2016/ 17	Q2 2016/ 17	Q3 2016/ 17	Q4 2016/ 17	Q1 2017/ 18	Q2 2017/ 18	Q3 2017/ 18	Q4 2017/ 18
Number of Triage cases starting in the quarter	15	14	24	10	20	14	9	8	6
Number becoming FTE's within 12 Months	3	0	4	0	3	1	0	2	1
% becoming FTE's within 12 Months	20.0%	0.0%	16.7%	0.0%	15.0%	7.1%	0.0%	25.0%	16.7%

- Triage cases who re-offend within 12 months. The latest figure is for those who entered Triage during Q4 of 2017/18. Of the 6 that entered triage during the period, 1 (16.7%) became first time entrants within 12 months.

FTE's (Local figures)

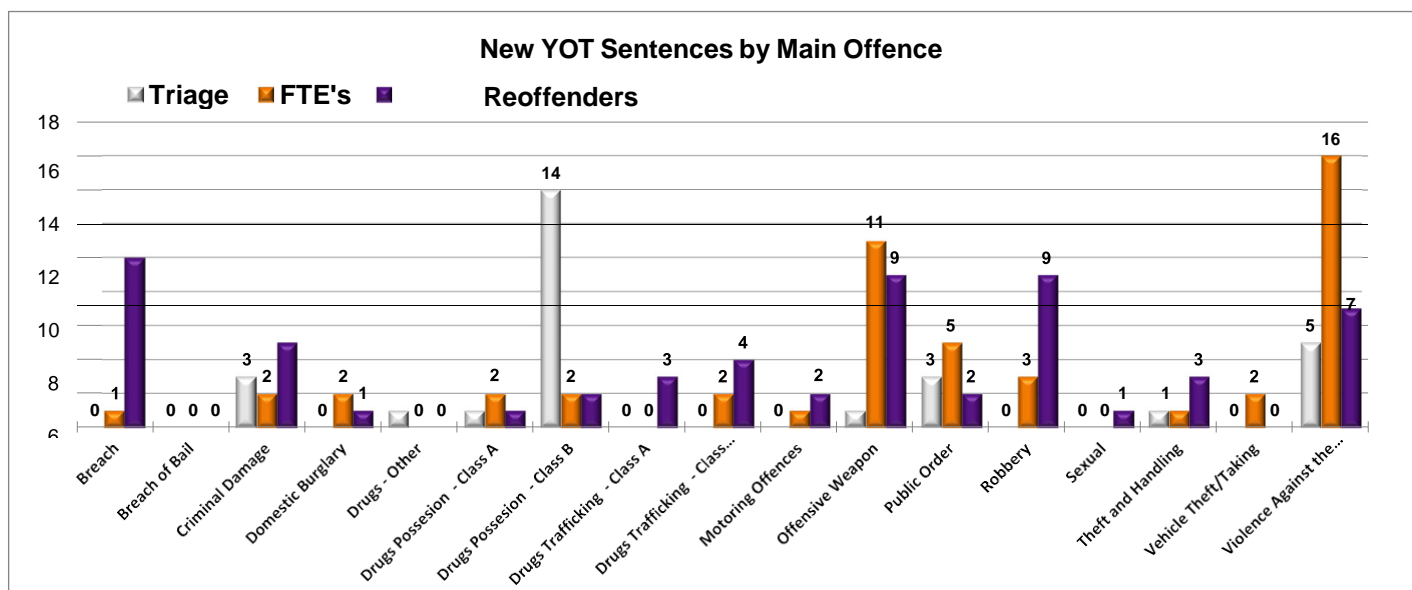


	Q4 2015/ 16	Q1 2016/ 17	Q2 2016/ 17	Q3 2016/ 17	Q4 2016/ 17	Q1 2017/ 18	Q2 2017/ 18	Q3 2017/ 18	Q4 2017/ 18
Number of FTE Cases starting in the quarter	23	11	23	22	16	18	18	8	15
Number becoming re-offenders within 12 months	7	5	7	3	3	3	11	2	5
% becoming Re-offenders within 12 Months	30.4%	45.5%	30.4%	13.6%	18.8%	16.7%	61.1%	25.0%	33.3%
Number of re-offences within 12 months	19	19	11	7	11	18	32	3	31
Average number of re-offences by offender	2.71	3.80	1.57	2.33	3.67	6.00	2.91	1.50	6.20

- First Time Entrants (FTE's) who re-offend within 12 months. The latest figure is for those who became FTE's during Q4 of 2017/18. Of the 15 who became FTE's, 5 (33.3%) became re-offenders within 12 months, committing an average of 6.2 offences each. The high number of average re-offences is due to one young person with a lot of offences.

Offence Profile

Main Offences by type for Triage, FTE's and Re-offenders (Year to Date)



Offence	Triage		First Time Entrants		Re-offenders	
	Number	%	Number	%	Number	%
Breach	0	0.0%	1	2.0%	10	16.9%
Breach of Bail	0	0.0%	0	0.0%	0	0.0%
Criminal Damage	3	10.3%	2	4.0%	5	8.5%
Domestic Burglary	0	0.0%	2	4.0%	1	1.7%
Drugs - Other	1	3.4%	0	0.0%	0	0.0%
Drugs Possession - Class A	1	3.4%	2	4.0%	1	1.7%
Drugs Possession - Class B	14	48.3%	2	4.0%	2	3.4%
Drugs Trafficking - Class A	0	0.0%	0	0.0%	3	5.1%
Drugs Trafficking - Class C-B	0	0.0%	2	4.0%	4	6.8%
Motoring Offences	0	0.0%	1	2.0%	2	3.4%
Offensive Weapon	1	3.4%	11	22.0%	9	15.3%
Public Order	3	10.3%	5	10.0%	2	3.4%
Robbery	0	0.0%	3	6.0%	9	15.3%
Sexual	0	0.0%	0	0.0%	1	1.7%
Theft and Handling	1	3.4%	1	2.0%	3	5.1%
Vehicle Theft/Taking	0	0.0%	2	4.0%	0	0.0%
Violence Against the Person	5	17.2%	16	32.0%	7	11.9%
Total	29		50		59	

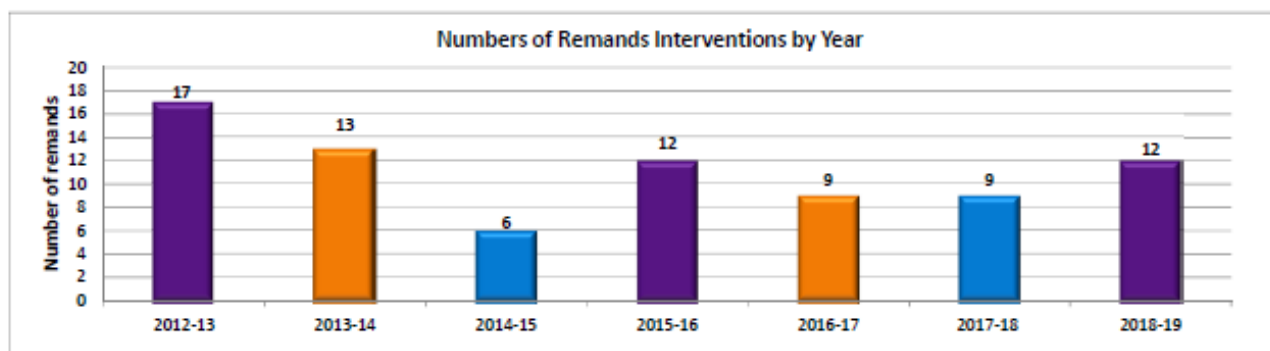
- This data is for the main named offence. It should be noted that a number of young people will have had more than one offences listed against their outcome. This is especially seen against the re-offending group. The main offence is usually the most serious of the offences. With the triage cases almost all had only one offence. With the FTE cases 62% had one offence, 18% had 2 offences, 8% had 3 offences, 8% had 4 offences and 4% (2 young people) had more than 10 offences. For re-offenders 22% had 1 offence, 22% had 2 offences, 6% had 3 offences, 18% had 4 offences, 16% had 5-9 offences and 14% had 10+ offences.
- Triage - 48.3% of triage cases were for possession of cannabis. 17.9% were for violence against the person, which were mostly assaults with one harassment. 10.3% were for criminal damage, these

were attempted criminal damage. 10.3% were for public order offences, which were for public nuisance and using threatening behaviour.

- First time entrants - 32% of first time entrants had violence against the person offences which were mostly assaults. 22% had offensive weapons offences. 10% were public order, some affray, and some threatening behaviour. 12% had drug offences in total, some possession and some with intent to supply.
- Re-offenders - 16.9% had breach offences. 15.3% had robbery as their main offence. 15.3% had possession of an offensive weapon. 11.9% had violence against the person.

Custody and Remand

14. Numbers On Remand



	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Remand in Custody (YDA) STC	0	5	1	2	1	0	0
Remand in Custody (YDA) YOI	0	6	5	9	8	9	10
Remand in Custody (YDA) SCH	0	0	0	1	0	0	0
Remand in Custody Status/Programme	13	0	0	0	0	0	0
Remand to LAA Status/Programme	1	2	0	0	0	0	2
Remand Court Ordered Secure Status/Programme	3	0	0	0	0	0	0
Total	17	13	6	12	9	9	12

Month	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
New Remands	5	1	1	0	0	0	1	1	1	0	0	0	10
Active remands at end of month	4	3	2	1	1	0	1	0	0	0	0	0	-

Commentary

Year to Date there have been 12 young people on remand with 10 new remands in the year. 10 remands were to YOI and 2 were to LA care. At the end of March there were no young people on remand. Remands are higher in comparison to last year with 12 compared to 9 for the last year.

15. Numbers in Custody

Custody Summary	
Total in custody at any point since April 2018	12
Total starting a custodial sentence year to date (Since April 2018)	9
Currently in custody at snapshot date (31/01/2019)	3
Currently on post custody licence at snapshot date (31/01/2018)	1

Custodial sentences by Month	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
New custodial sentences	0	3	0	2	0	0	1	1	1	1	0	0	9
- DTO Custody	0	3	0	2	0	0	1	1	1	1	0	0	9
- Section 90-92	0	0	0	0	0	0	0	0	0	0	0	0	0
Active custodial sentences at end of month	4	4	4	6	7	6	7	5	6	7	0	0	-
- DTO Custody	1	3	3	4	4	3	4	4	4	5	5	3	-
- DTO Licence	0	0	0	1	2	2	2	1	2	2	2	1	-
- Section 90-92	1	0	0	1	1	1	1	0	0	0	0	0	-
- Section 90/91 Licence	2	1	1	0	0	0	0	0	0	0	0	0	-

Commentary

There have been a total of 12 young people in custody at any point during 2018/19. Throughout the year there have been 8 new custodial sentences. Currently there are 2 young people in custody and 1 young person on a post custodial licence.

16. Remand Bed Days

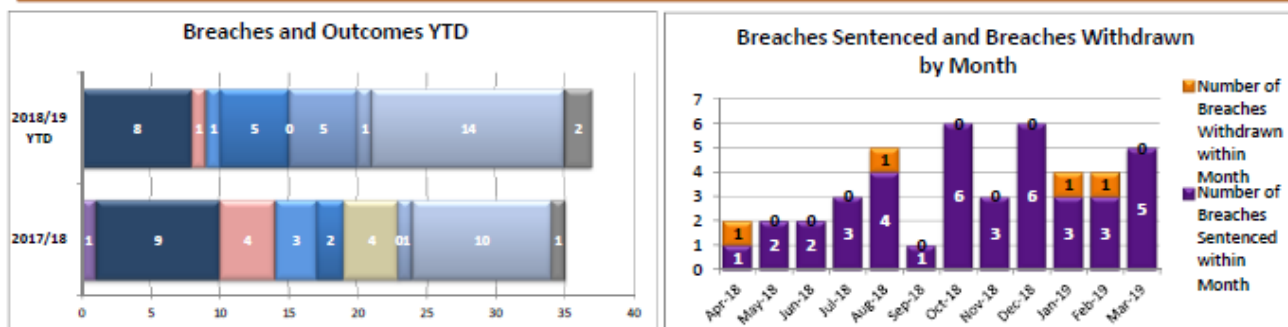
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
Bed Days by Month	126	55	25	12	0	0	0	4	0	0	0	0	222
- Remand in Custody (YDA) STC	0	0	0	0	0	0	0	0	0	0	0	0	0
- Remand in Custody (YDA) YOI	126	55	25	12	0	0	0	4	0	0	0	0	222
- Remand in Custody (YDA) SCH	0	0	0	0	0	0	0	0	0	0	0	0	0

	2015/16	2016/17	2017/18	2018/19
Bed Days by Year	383	353	502	229
- Remand in Custody (YDA) STC	47	35	0	0
- Remand in Custody (YDA) YOI	318	171	502	229
- Remand in Custody (YDA) SCH	18	147	0	0

Commentary

Remand bed days for 2018/19 are at 229 at the end of March. This is low in comparison to last year where bed days were at 502. 2018/19 shows a higher number of remands but for overall shorter periods of time. The majority of remand bed days were used in April to June. There have only been 9 bed days since July. Remand bed days reports are sent to finance so they can monitor progress against the budget.

17. Numbers of Breaches in Month (YTD) and Outcome

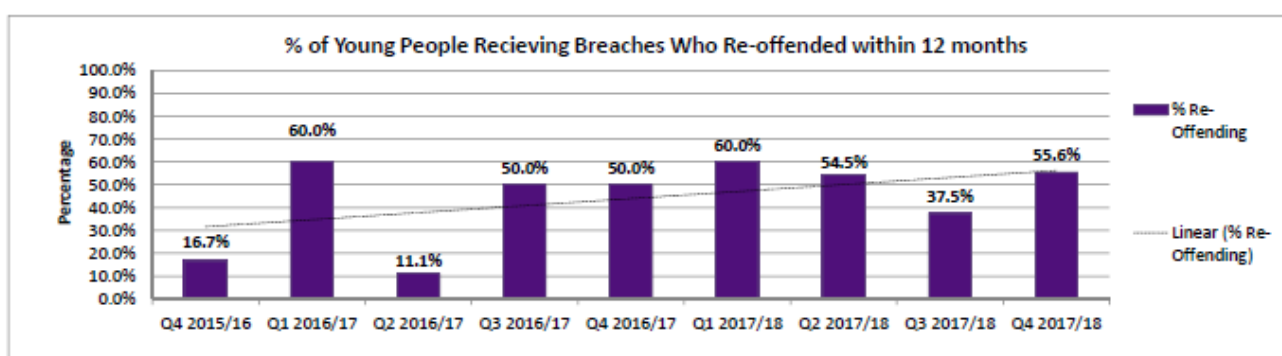


Month	2017/18 Full Year	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
Number of breaches sentenced in month	35	1	2	2	3	4	1	6	3	6	3	3	5	39
Number of breaches withdrawn in month	2	1	0	0	0	1	0	0	0	0	1	1	0	4
Conditional Discharge	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Order to continue	9	0	0	0	0	0	1	1	1	0	1	3	1	8
Order Varied	4	0	0	0	0	0	0	0	0	0	1	0	0	1
Other	3	0	0	0	0	0	0	0	0	0	0	0	1	1
Referral order Extension	2	1	1	0	0	1	0	0	0	1	0	0	1	5
Fine	4	0	0	0	0	0	0	0	0	0	0	0	0	0
New Order (Custody)	0	0	1	0	2	0	0	0	1	0	0	0	1	5
New Order (Referral Order)	1	0	0	0	0	0	1	0	0	0	0	0	0	1
New Order (Youth Rehabilitation Order)	10	0	0	2	0	3	1	4	1	1	1	0	1	14
No Separate Penalty	1	0	0	0	1	0	0	0	1	0	0	0	0	2

Commentary

As at end of March there have been 39 breaches that were sentenced and 4 that were withdrawn. 14 received a new Youth Rehabilitation Order, 5 received a Referral Order Extension, 8 received an order to continue, 5 were sentenced to custody and 1 received a new referral order. The 39 breaches reflect a smaller cohort of 24 people who have breached. 13 young people breached once, 7 young people breached twice, 2 young people breached 3 times and 1 young person breached 4 times and 1 young person breached 5 times. 3 of the young people committing breaches are out of borough cases.

18. Breach Re-Offending

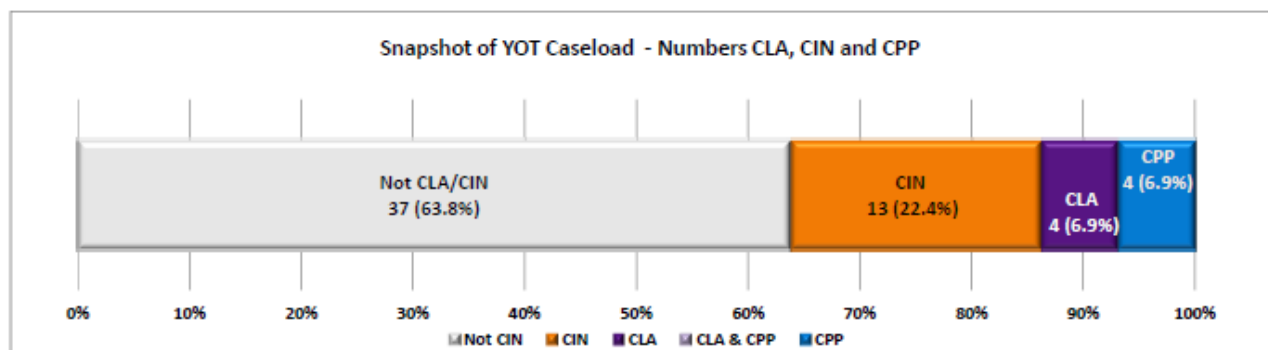


	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Number of breaches delivered in the quarter	12	5	9	8	10	5	11	8	9
Number becoming re-offenders within 12 months	2	3	1	4	5	3	6	3	5
% becoming re-offenders within 12 Months	16.7%	60.0%	11.1%	50.0%	50.0%	60.0%	54.5%	37.5%	55.6%
Number of re-offences within 12 months	7	7	1	14	12	8	29	12	36
Average number of re-offences by offender	3.5	2.3	1.0	3.5	2.4	2.7	4.8	4.0	7.2

Commentary

Breached clients who re-offend within 12 months. The latest figure is for those who breached during Q4 of 2017/18. Of the 9 who breached, 5 (55.6%) became re-offenders within 12 months, committing 36 offences (average of 7.2 offences each). One young person committed 1 additional offence, one young person committed 4 additional offences, 1 young person committed 5 additional offences, one young person committed 8 additional offences and 1 young person committed 18 offences.

19. Proportion of YOT Caseload Who are CLA, CIN and CPP

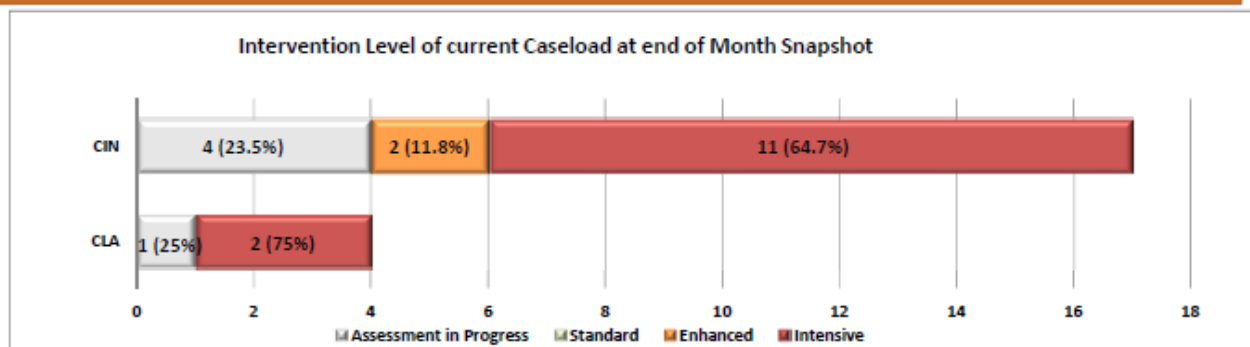


CLA/ CIN Status	Oct-18		Nov-18		Dec-18		Jan-19		Feb-19		Mar-19	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Not CLA/CIN	41	57.7%	39	59.1%	42	64.6%	33	58.9%	37	63.8%	37	63.8%
CIN	12	16.9%	10	15.2%	12	18.5%	17	30.4%	13	22.4%	13	22.4%
CLA	6	8.5%	5	7.6%	3	4.6%	3	5.4%	4	6.9%	4	6.9%
CLA & CPP	2	2.8%	2	3.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CPP	10	14.1%	10	15.2%	8	12.3%	3	5.4%	4	6.9%	4	6.9%
Total Caseload	71		66		65		56		58		58	

Commentary

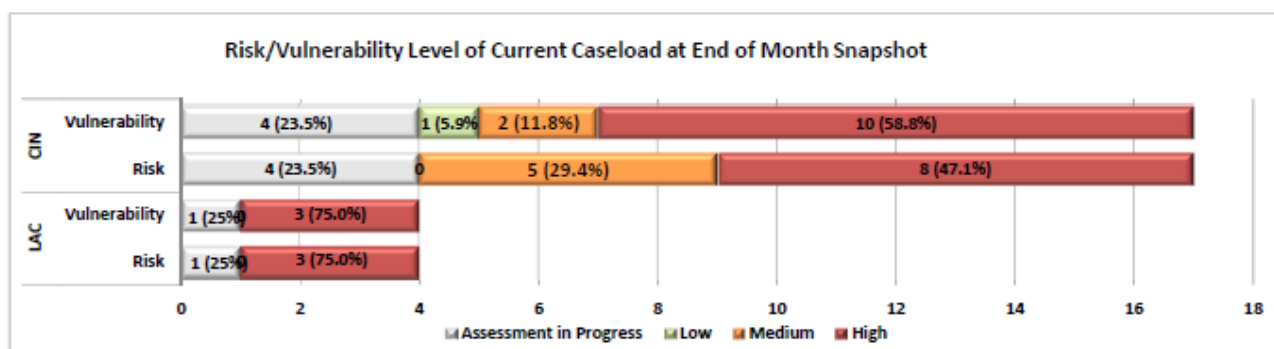
A snapshot of YOT cases at the end of March 2019 showed that 4 (6.9%) were looked after, 4 (6.9%) were on a child protection plan and 13 (22.4%) were classed as children in need. Over the past few months there has been a reduction in the number of YOT cases being looked after. Numbers on CPP are still low compared to previous month.

20. Intervention Levels, Risk Levels and Vulnerability Levels of YOT Children Who are CLA or CIN



	CLA		CIN	
	Number	%	Number	%
Assessment in Progress	1	25.0%	4	23.5%
Standard	0	0.0%	0	0.0%
Enhanced	0	0.0%	2	11.8%
Intensive	3	75.0%	11	64.7%
Total Caseload	4	-	17	-

Protecting Children and Young People



	CLA		CIN	
Assessed Risk Level	Number	%	Number	%
Assessment in Progress	1	25.0%	4	23.5%
Low	0	0.0%	0	0.0%
Medium	0	0.0%	5	29.4%
High	3	75.0%	8	47.1%
Total Caseload	4	-	17	-
Assessed Vulnerability Level	Number	%	Number	%
Assessment in Progress	1	25.0%	4	23.5%
Low	0	0.0%	1	5.9%
Medium	0	0.0%	2	11.8%
High	3	75.0%	10	58.8%
Total Caseload	4	-	17	-

Commentary

CLA assessed cases are 66.6% (2) Intensive intervention levels. There is one assessments still in progress.

For CIN cases 64.7% (11) have been assessed as intensive and 29.4% (5) have been assessed as Enhanced. 23.5% (4) are in progress.

75.0% (3) of CLA cases have all been assessed as having high risk and 75.0% (3) have been assessed as being high vulnerability. For CIN 47.1% (8) are high risk and 58.8% (10) are high vulnerability.

21. YOT Referrals to Childrens Services

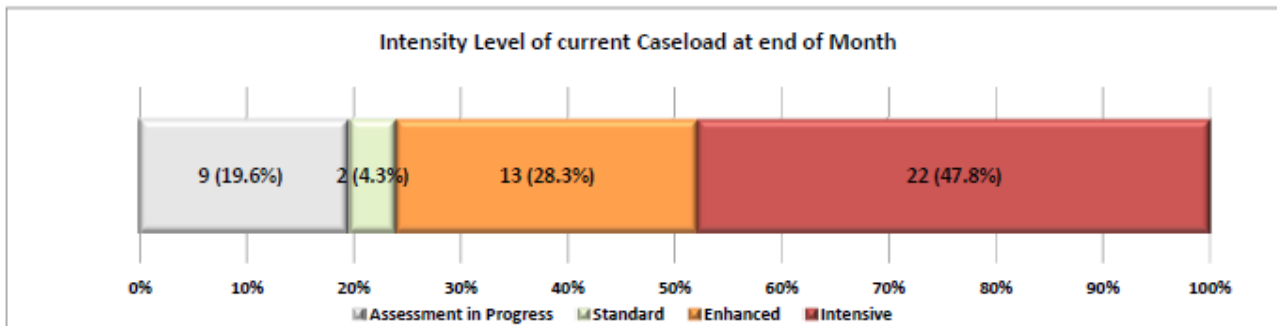
Outcome of YOT referrals to childrens services	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
Strategy Discussion	0	0	0	0	0	0	0	0	0	0	0	0	0
Social Work Assessment	1	0	4	0	0	0	0	0	0	0	0	0	5
Total Referrals	1	0	4	0	0	0	0	0	0	0	0	0	5

Commentary

Year to date the YOT have made 5 referrals to children's services. 5x Social work Assessment. There have been no new referrals since June.

Caseload Intervention Level

22. Intervention Levels of Active Interventions



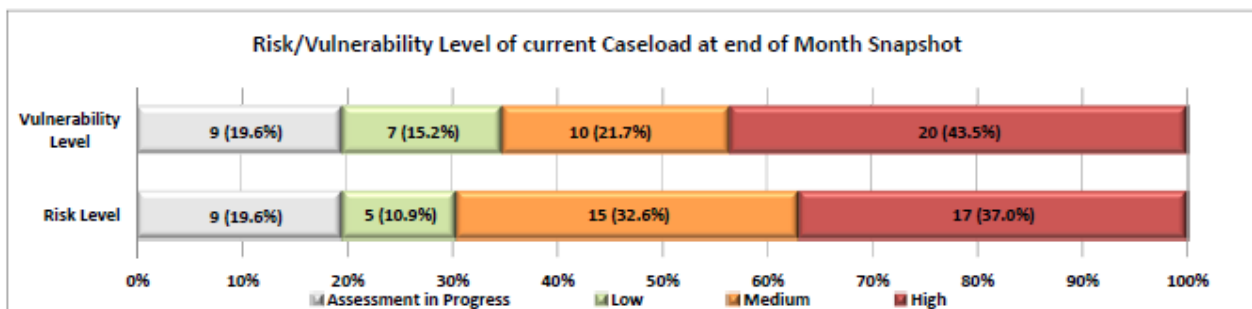
Assessed Intervention Level	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Latest Month %	2018/19 Average
Assessment in Progress	16	-	18	16	17	16	9	15	14	6	9	-	19.6%	21.3%
Standard	6	-	6	5	3	3	2	2	2	2	2	-	4.3%	5.2%
Enhanced	22	-	21	20	24	24	21	20	20	19	13	-	28.3%	31.9%
Intensive	30	-	30	30	27	26	26	22	21	21	22	-	47.8%	39.9%
Total Caseload	74	0	75	71	71	69	58	59	57	48	46	0		

Commentary

Intervention Levels - A snapshot of the live caseload at the end of February shows that 22 (47.8%) are Intensive, 13 (28.3%) are Enhanced and 2 (4.3%) are Standard.

Intervention levels do not include Triage cases. As the YOT do not use ASSET plus for Triage cases.

23. Risk/Vulnerability Levels of Active Interventions



Assessed Risk Level	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Latest Month %	2018/19 Average
Assessment in Progress	20	-	23	16	17	16	9	15	14	6	9	-	19.6%	22.7%
Low	14	-	14	14	13	15	10	9	8	8	5	-	10.9%	17.2%
Medium	19	-	18	18	20	21	20	20	19	18	15	-	32.6%	29.4%
High	25	-	25	23	21	19	19	15	16	16	17	-	37.0%	30.7%
Total Caseload	78	0	80	71	71	71	58	59	57	48	46	0		

Assessed Vulnerability Level	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Latest Month %	2018/19 Average
Assessment in Progress	20	-	23	16	17	16	9	15	14	6	9	-	19.6%	22.7%
Low	16	-	14	14	12	12	9	8	7	7	7	-	15.2%	16.6%
Medium	15	-	15	14	15	16	16	15	13	13	10	-	21.7%	22.3%
High	27	0	28	26	27	27	24	21	23	22	20	-	43.5%	38.4%
Total Caseload	78	0	80	70	71	71	58	59	57	48	46	0		

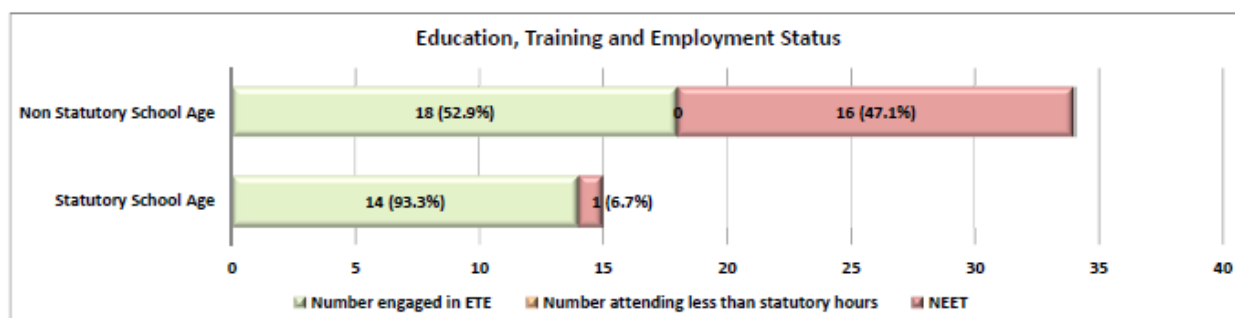
Commentary

Risk Levels - A snapshot of the live caseload at the end of February shows that 17 (37.0%) are High risk, 15 (32.6%) are medium risk and 5 (10.9%) are low risk.

Vulnerability Levels - A snapshot of the live caseload at the end of February shows that 20 (43.5%) are High vulnerability, 10 (21.7%) are medium vulnerability and 7 (15.2%) are low vulnerability.

Educations, Training and Employment

25. Education Status for Current Caseload



Statutory School Age	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
Total actively engaged (25hr +)	22	95.7%	14	93.3%			
Total engaged less than statutory hours	0	0.0%	0	0.0%			
Total not engaged (NEET)	1	4.3%	1	6.7%			
Number at Statutory School Age	23	-	15	-	0	0	0

Above Statutory School Age	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19
Total actively engaged (25hr +)	15	40.5%	18	52.9%			
Total engaged less than statutory hours	0	0.0%	0	0.0%			
Total not engaged (NEET)	22	59.5%	16	47.1%			
Number at Non Statutory School Age	37	-	34	-	0	0	0

Commentary

Statutory School Age - A snapshot of the live caseload at the end of March shows that 93.3% of young people at statutory school age are involved in 25hrs + of education and 6.7% are NEET.

Non statutory School Age - A snapshot of the live caseload at the end of March shows that 52.9% of those above statutory school age are involved in 16hrs + of education training and employment and 47.1% (16 individuals) are NEET.

22. Education Establishment for YOT caseload

Statutory School Age	Number	%
Harrow High	1	4.5%
Hatch End High School	2	9.1%
Kingsbury High School	3	13.6%
Nower Hill High School	1	4.5%
Park High School	1	4.5%
Queensmead School	1	4.5%
The Helix Education Centre	4	18.2%
The Jubilee Academy	1	4.5%
Whitefriars School	1	4.5%
Other Provision	2	9.1%
Total	22	

Non Statutory School Age	Number	%
Barnet and southgate college	1	3.2%
Custody	3	9.7%
Employed	3	9.7%
Harrow College	2	6.5%
NEET	14	45.2%
Other	1	3.2%
Part Time Learning	2	6.5%
St.Dominic's (RC) Sixth Form College	2	6.5%
Uxbridge College	2	6.5%
Woodhouse College Enfield	1	3.2%
Total	31	

Commentary

Statutory School Age - The Statutory School age group are attending a variety of Harrow Schools. Slightly higher proportions are attending the Helix (18.2%) and Kingsbury (13.6%) but otherwise there is a fairly even spread.

Non Statutory School Age - NEET make up 45.2% of the 16+ group. There are 9.7% attending education in custody and 9.7% who are employed. The rest are spread between

Overall, the caseload for Harrow is quite small. However, the cohort of young people being worked with is increasingly complex. EET figures are significantly higher for young people beyond statutory school age. 95% of cases assessed resulted in requiring either enhanced (35%) or intensive (59%) active interventions. The overwhelming majority (86%) of the cohort are assessed as being medium-high risk to others and 81% having medium to high welfare vulnerability scores.

Key additions of findings from the Strategic Assessment and VVE Strategy review

The work with young people known to the Youth Offending Team cannot be seen in isolation. This is why we have strategically aligned our YOT with our Youth Service offer and also the YOT plan with the “Safer Harrow” Community Safety Violence, Vulnerability and Exploitation strategy and located the YOT structurally within children’s services with formal operational and routine working partnerships with the daily VVE/MASH meetings.

Increasingly the operational and strategic partners are delivering a whole system approach to all forms of anti-social behaviour, high volume and high harm crime. We are considering victims, offenders, locations and themes (the VOLT model). To address this contextual learning approach we are engaging with a contextual safeguarding approach.

This has led to the emergence of a set of common commissioning intentions spanning policy, strategic and operational leads across the statutory, voluntary, private and community sectors both across Harrow and wider sub regional arenas, notably around our tri borough and North West London areas.

An example of a geographical community based contextual approach is within the formation of the Wealdstone Action Group. This is a group formed almost spontaneously in response to a number of incidents of street violence. Churches, local community groups, businesses, social enterprises, charities and the local authority have formed a union to hear concerns and plan and implement responses to them. This has resulted in shared plans between police, transport police, council sectors, charities, community groups, ward counsellors working together to deliver tangible results.¹ This was supported by the local authority to ascertain if such a model of delivery worked. As it has been seen as effective a similar model is to be rolled out to other “hot-spot” contexts within the borough (South Harrow/Rayners Lane and Edgware) in due course. The YOT and Youth Service have been an active part of the planning and delivery of this work with the Head of Service on the planning groups and members of the YOT team attending community engagement events.

In developing this shared understanding the council support a range of projects outlined succinctly in the Safer Harrow Community Safety VVE strategy. For quick reference a summary of the key delivery partner/projects include:

- School Engagement Projects (resilience building programmes for “at risk” students)
- Further support to Ignite for a full time gangs outreach worker
- Unblurred lines – drama workshops for students regarding sexual, criminal and online exploitation and safer relationships.
- Inspire to Empower (previously Empire to Inspire) – is a leadership programme with a focus on raising empowerment and leadership skills of disproportionately represented groups in YOT.

¹ Papers and reports available. A formal evaluation paper is being finalised.

- WISH: to promote awareness and support of young people at risk of sexual assault, CSE, digital exploitation and support with self-harming behaviours.
- Synergy theatre company of previous offenders dramatizing workshops about effects and consequences of criminal behaviour
- Tallships residential sailing course for YOT Boys and Harrow School Boys to spend time breaking down social barriers and developing team work and leadership skills.
- Goldseal music and enterprise workshops for YOT (and since 2019 also YOUTH) clients to develop music production and entrepreneurial expertise and certification/qualifications
- Engagement with the “No knives better lives” project run jointly with courts and met police delivering workshops with relatives of knife crime victims and targeted young people known to YOT
- Other VCS partners including Khulisa, Abianda, Safer London and St Giles Trust who deliver 1:1 support to young people identified at risk of county lines activity accessed through the London wide rescue and response service
- Implementation of eCINS secure information sharing platform for working across the borough, capital and nationally regarding cohorts of known young people, places and vehicles.
- Work with University of Bedfordshire with the leading proponent of Contextual Safeguarding Dr Carlene Firmin, MBE to deliver awareness raising and operational training events to a wide range of council and key partner agency staff.

In terms of theoretical approaches Harrow are also in consideration of how to implement a public health based approach to knife crime in a more meaningful way than just adopting the words. Alongside this there is consideration of a Ripple Effect Intervention Approach (such as has been implemented with the Wealdstone Action Group mentioned above).

The inclusion of the YOT team to sit alongside other key members in the council delivering other anti-violence and violence reduction policies and programmes (including FGM, Domestic Abuse, modern slavery, Child Protection, sexual violence and related abuse of alcohol and drugs, as well as partners addressing hate crime and extremism) has led to a very rich and resourceful set of arrangements and relationships between the people actually working with and delivering programmes and sessions to the young people known to YOT.²

As a result of the above known data and provision, a set of strategic objectives are outlined as shown below:

² This richness and diversity of skills, relationships, organisations and issues was the purpose of the illustrating “word cloud” as part of the executive summary of this document above.

5. Summary of Strategic Objectives

Overarching objectives

- a) Reduce First Time Entrants to the Youth Justice System
- b) Reduce the use of custody
- c) Reduce the number of people reoffending and the number of re-offenses per person

Youth violence, weapon based crime, vulnerability and exploitation.

- d) To reduce the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons (guns and knives)
- e) To embed an awareness of actions which can shift attitudes within young people at schools and in other education settings towards the issues of sexual assault, child sexual, digital and criminal exploitation

Drug and alcohol misuse

- f) Reduce the incidence of young people possessing and using illegal and harmful drugs
- g) Reduce the incidence of young people being involved in the supply, dealing, distribution or the production of drugs and to build resilience in young people so that they are able to spot the signs of dealer grooming.
- h) To reduce alcohol and drug-related reoffending.

Wellbeing and welfare

- i) To promote the emotional and psychological resilience of young people at risk of offending behaviour so that they can make more civic and pro-social choices about their lifestyle.
- j) To provide a robust offer to youth at risk of offending to support them as they are diverted away from offending behaviour
- k) To provide a robust service which takes strategic action towards protecting the public and other vulnerable young people from the most prolific and high harming behaviours displayed by young offenders.
- l) To reduce the disproportionality of over-represented groups within the local criminal justice context

6. Delivering the strategy

The Strategy's objectives will be delivered through Harrow's Youth Offending Partnership, which is responsible for co-ordinating activity between the statutory, voluntary and community partners and agencies

The role of Harrow's Youth Offending Partnership is to enable and promote the strategic objectives of the partner agencies outlined above. As part of this, the partnership will look for all opportunities to communicate the impact of our initiatives that are taking place across the borough. They unblock obstacles and motivate the partner agency officers. They quality assure the performance and impact of operations. They enable reflection of arising issues emerging from an analytical review of trends and themes and encourage participation of young people to co-produce the analysis, plans and objectives.

Governance for the partnership and this Strategy sits with the Youth Offending Partnership Board and is endorsed by the Youth Justice Board.

The strategic objectives fit in with Harrow council's priorities and values particularly around "Protecting the Most Vulnerable and Supporting Families" and "Building a better Harrow" by being courageous, working together and collaboratively, in order to make things happen.

The strategic objectives will be measured through a Delivery Plan, with clear outcomes and measures. The senior managers in Harrow are committed to unblocking and enabling meaningful change and improvement for the groups impacted by the implementation of this strategy. The delivery plan is incorporated within the Safer Harrow "Community Safety Violence Vulnerability and Exploitation Strategy delivery Plan" which also includes reference to the borough wide Knife Crime Action Plan (also separately reported annually to MOPAC). This is as the YOT plan is seen as being an integrated part of the VVE strategy. This enables the joint plans to progress through council overview and scrutiny at committee, cabinet and full council meetings in advance of the YJ plan being submitted to YJB before the deadline of the end of July.

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

In delivering this strategy the YOT Board will contribute to the review of the above referenced Delivery Plans and will have oversight of projects which will contribute to the strategic objectives outlined in this Strategy.

Engagement with the Community Action Groups in both Wealdstone and South Harrow & Rayners Lane will build upon work already being delivered and coordinated across the Youth and Early Support offer at Wealdstone Hub and the Beacon Centre in Rayners Lane. A related youth strategy: "Ready for 25" is also in development and will benefit from input and contribution from the YOT partners.

7. Appendices

YOT Board Membership

Name	Role and organisation	Contact Details
Paul Hewitt Chair	Corporate Director People's Service	Paul.Hewitt@harrow.gov.uk
Richard le Brun Deputy Chair	Head of Community and Public Protection, Harrow	Richard.Lebrun@harrow.gov.uk
Alex Dewsnap	Divisional Director Strategy, Harrow Council	Alex.Dewsnap@harrow.gov.uk
Antony Rose/ Russell Symons	Senior Officers. National Probation Service	Antony.Rose@justice.gov.uk Russell.Symons@justice.gov.uk
Dan Burke	CEO Young Harrow Foundation – Voluntary Sector	Dan.burke@youngharrow.org
David Harrington	Head of Business Intelligence	David.Harrington@harrow.gov.uk
Delroy Etienne	Service Manager, COMPASS Harrow	Delroy.Etienne@compass-uk.org
Emmanuel Ajose	Team Manager, YOT	Emmanuel.Ajose@harrow.gov.uk
James Halliday / Will Cole	YOTs Lead. NW BCU Metropolitan Police	James.Halliday2@met.police.uk
Janice Noble	Community Safety	Janice.noble@harrow.gov.uk
John Nixon	Trustee of Ignite Trust	john.nixon@btinternet.com
Lorraine Martin / Sam Dhingra	Service Manager, Brent and Harrow CAMHS (LM)	Lorraine.martin9@nhs.net
Mark Scanlon	Head of - Youth Offending Team and Early Support Service	Mark.scanlon@harrow.gov.uk
Mellina Williamson- Taylor	Head of Virtual School – HSIP	Mellina.Williamson-Taylor@harrow.gov.uk
Mike Herlihy	Youth Magistrate and Chair of NW London Youth Panel	hamlin.herlihy@talktalk.net
Paa-King Maselino	Head Teacher The Helix Pupil Referral Unit	pmaselino.310@lgflmail.org
Peter Tolley	Divisional Director, Children & Young People	Peter.tolley@harrow.gov.uk
Rebecca Coe	Business Intelligence Officer	Rebecca.coe@harrow.gov.uk
Sue Sheldon	Designated Nurse Safeguarding Children Harrow CCG	suesheldon1@nhs.net

Finance Table

Agency	Staffing Costs (£)	Payments In kind - Revenue (£)	Other Delegated Funds (£)	Total (£)
Local Authority	£963,884			£963,884
Police service (2 x FTE Police Officers)		£91,866		£91,866
National Probation Service (1 x FTE Probation Officer)		£49,173		£49,173
Health Service - jointly funded CAMHS p/t post) + 1 x YJLD worker		£72,885		£72,885
Police and Crime Commissioner				
YJB Youth Justice Grant (Provisional figure based on 2018-19 allocation) - (YRO Unpaid work order is included in this grant)	£211,435			£211,435
Other				
Total	£752,449	£213,924		£966,373

Staffing structure and breakdown

Head of Service
Early Support and Youth
Offending
Mark Scanlon QSW

Youth Offending
Team Manager/ Hub Manger
EA QSW

Deputy Team Manager
HJ QSW

YOT Technical Support
CM (Part time)
KC (Part time)

Deputy Team
Manager
LS QSW

Deputy Team Manager
YOT & Youth Hub
DK

YOT
Practitioner
ST QSW

YOT STUDENT
RO

2 Police Officers
MB & SW

YOT
Practitioner
KB

YOT
Practitioner
BL

YOT
Practitioner
ZB

YOT
Practitioner
JH

0.6 Substance Misuse Worker
Seconded (Compass YP Service)
DR

YOT
Practitioner
ZN

YOT
Practitioner
TL QSW

0.5 Victim
Liaison Officer
S: 01/08/2019

FTE Restorative
Justice
KC-O

CAMHS worker
S: 01/08/2019

Probation
Officer
Seconded
KKF

Education
Specialist
RS

0.5 Restorative
Justice
Co-Ordinator
CL

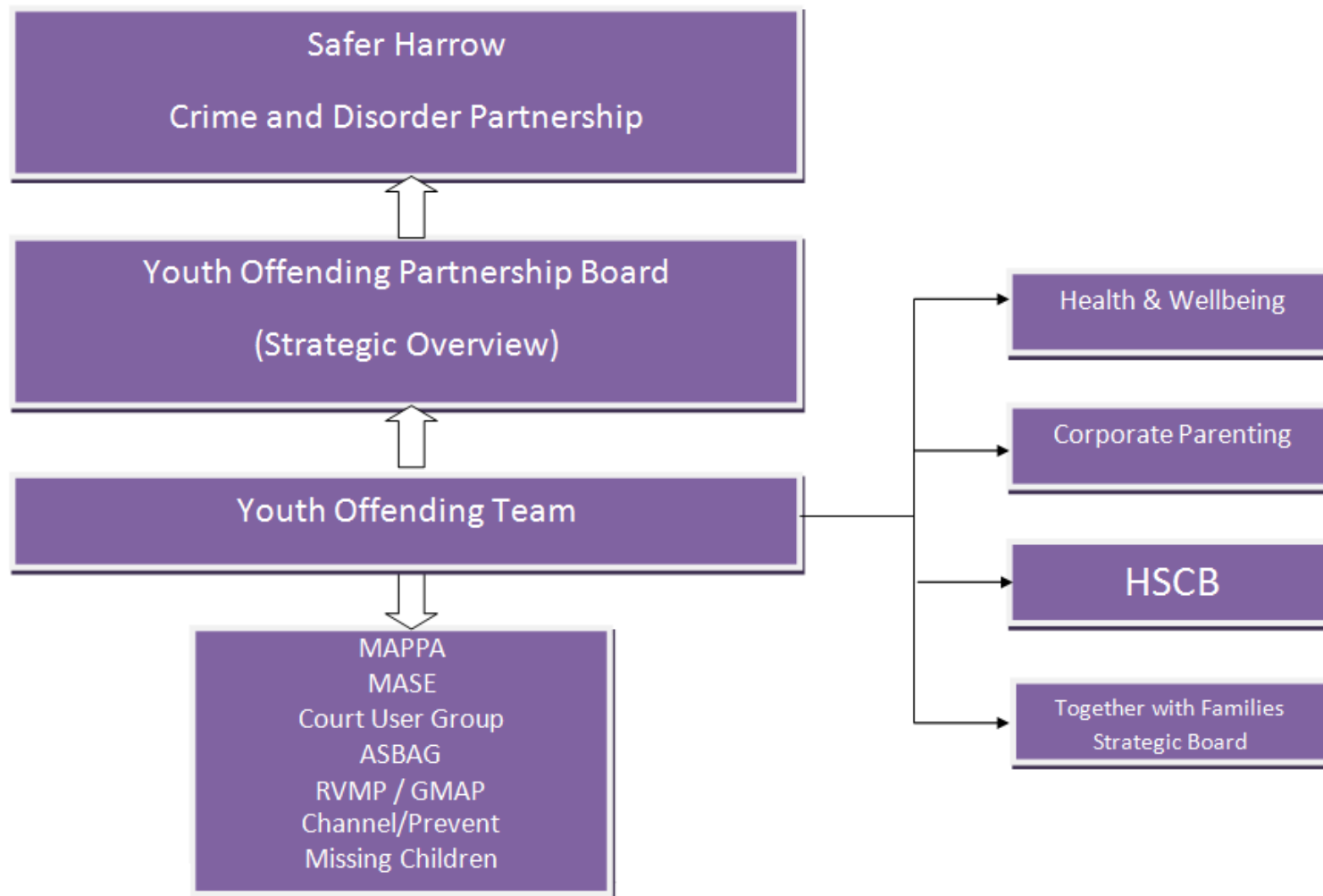
YJLD
SV

Prospects 0.2
commissioned
RD

Out of court DISPOSAL
Practitioner
(OOC)
CM (Part time)

Early
Support
Youth Hub
Structure

Structure and Governance arrangements



Allocation of Good Practice Grant

Area of Delivery	Activity	Associated Costs
Service delivery improvements	Implementation of Asset Plus, including improving casework practice and performance.	£100,435
Reducing First Time Entrants	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.	£31,000
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
Total		£211,435

YOT Champions Roles

Champion area	Staff member	Meetings attended / input to / gather info from	What are you expected to achieve by being a champion? <i>(how you do this is up to you to determine but managers will be willing to support and discuss where needed – remember this is not an exhaustive list, just the overarching vision)</i>
Child Sexual Exploitation	Deputy Team Manager	MASE	<p>LS to ensure CSE lead is invited to Team meeting to discuss process of referral</p> <p>LS to feedback to team any patterns / risk areas / trends on a monthly basis at team meeting (standing agenda item)</p> <p>Identify and share research in relation to those who are at risk of CSE and any links to Youth Justice.</p>
Prevent	YOT Manager	Channel	<p>Immediate actions:</p> <ul style="list-style-type: none"> • Ensure staff understand referral process into channel • Ensure all staff have completed online training Ongoing Role • Any identified/ increased risk in relation to LB Harrow
Missing Children	YOT Practitioner	Monthly at risk missing children meeting	<p>Immediate actions</p> <ul style="list-style-type: none"> • ASG will continue to attend Monthly at risk meeting and individual information on cases will be collated from YOT Practitioner <p>Ongoing Role</p> <ul style="list-style-type: none"> • Share research in relation to push and pull factors as to why children go missing and any link to YJ system
Gangs	YOT Practitioner and Deputy Team Manager	<p>Gangs Matrix Meeting</p> <p>YJB Gangs Forum</p>	<p>Ongoing Role</p> <ul style="list-style-type: none"> • LS to ensure written update is provided to all staff re: police operations / impact on geographical locations / those linked to Young People known to YOT. • To bring back research / effective interventions from forum and share with team as resources • To support referrals into gangs intervention within LA

Champion area	Staff member	Meetings attended / input to / gather info from	What are you expected to achieve by being a champion? <i>(how you do this is up to you to determine but managers will be willing to support and discuss where needed – remember this is not an exhaustive list, just the overarching vision)</i>
Safeguarding	YOT Practitioner / Deputy Team Manager		Ongoing Role <ul style="list-style-type: none"> To support staff in increasing their understanding of safeguarding within the YJ system Link research to practice and support this within assessments (DTM)
Victim work	Victim Liaison Practitioner		Ongoing Role <ul style="list-style-type: none"> To ensure staff understand the importance of individualising victim empathy work To identify meaningful ways this can be supported within plans
Restorative Justice	Restorative Justice Coordinator		Ongoing Role <ul style="list-style-type: none"> To train staff in RJ practice To support staff in embedding RJ within their day to day work To identify meaningful ways this can be supported within plans
Effective Interventions / Research	Probation Officer / YOT Practitioner	YJB Effective Practice Forum	Ongoing Role <ul style="list-style-type: none"> To increase understanding and share resources that are considered to be effective in reducing offending / further offending in young people. To increase and promote what meaningful engagement means To assist staff in focussing on a strengths based model such as Good Lives Model
Group Work	YOT Practitioner / Restorative Justice Coordinator		Ongoing Role <ul style="list-style-type: none"> To develop sustainable group work programmes that run throughout the year and can be accessed by all young people within the YOT. To support bespoke delivery of programmes based on changing needs / trends being identified To incorporate services from within the multi agency YOT for regular delivery of group sessions (such as Compass)

Champion area	Staff member	Meetings attended / input to / gather info from	What are you expected to achieve by being a champion? <i>(how you do this is up to you to determine but managers will be willing to support and discuss where needed – remember this is not an exhaustive list, just the overarching vision)</i>
Health	Clinical Nurse / Youth Justice Liaison Diversion Practitioner		Ongoing Role <ul style="list-style-type: none"> To support increased understanding of health needs for those young people within the YJ system To share relevant information / research To assist in the incorporation of health needs within plans for young people
Education/ SEN	Educational Specialist	YJB Send Forum	Ongoing Role <ul style="list-style-type: none"> To advocate with education providers increased access of provision for young people within the criminal justice system To provide regular sessions at the YOT for young people who are NEET / excluded to ensure education needs are being met in the interim To share effective practice and research in relation to education needs of those young people within the criminal justice system.
Substance Misuse	Substance Misuse Worker		Ongoing Role <ul style="list-style-type: none"> Increase awareness of impact of substances within staff group Deliver regular sessions to groups of YOT cohort regarding the use of substances / possession of cannabis Ensure research regarding the impact of substances is shared across the service (this can also be in relation to parental substance abuse impact on children)
Transition arrangements	Probation Officer	Case transfer meetings	Ongoing Role <ul style="list-style-type: none"> To ensure there is understanding across the service regarding the process of transitional arrangements To support staff understanding of what makes a “good transition” based on inspection / research available across probation

Champion area	Staff member	Meetings attended / input to / gather info from	What are you expected to achieve by being a champion? <i>(how you do this is up to you to determine but managers will be willing to support and discuss where needed – remember this is not an exhaustive list, just the overarching vision)</i>
Quality Assurance	YOT Practitioner	YJB QA support	Ongoing Role <ul style="list-style-type: none"> To increase the use of research in assessments To support developing a “peer” QA network within the team To support increased consistency of QA across service.
Children Looked After	YOT Practitioner	CLA Team Meetings	Ongoing Role <ul style="list-style-type: none"> To attend CLA team meeting and deliver training to support understanding of “at risk” cohort To share research with CLA and YOT regarding the increasing issue of criminalisation of children looked after
Children With Disabilities	YOT Practitioner		Ongoing Role <ul style="list-style-type: none"> To develop links with CWD team To increase awareness in team re: CWD and impact in youth justice
Workforce Development	YOT Practitioner		Ongoing Role <ul style="list-style-type: none"> To create a wider understanding across the service of what “workforce development” entails Share emerging research across the team To increase knowledge / skills across the team to deliver effective and meaningful services to children and families
Early Support (ES)	YOT Manager		Ongoing Role <ul style="list-style-type: none"> To increase access to youth services provision for young people known to YOT across the borough To improve partnership links with Early Support services To increase awareness of what ES can offer for young people and families
Reflective Practice	Clinical Nurse		Ongoing Role <ul style="list-style-type: none"> Develop Reflective Practice across the service

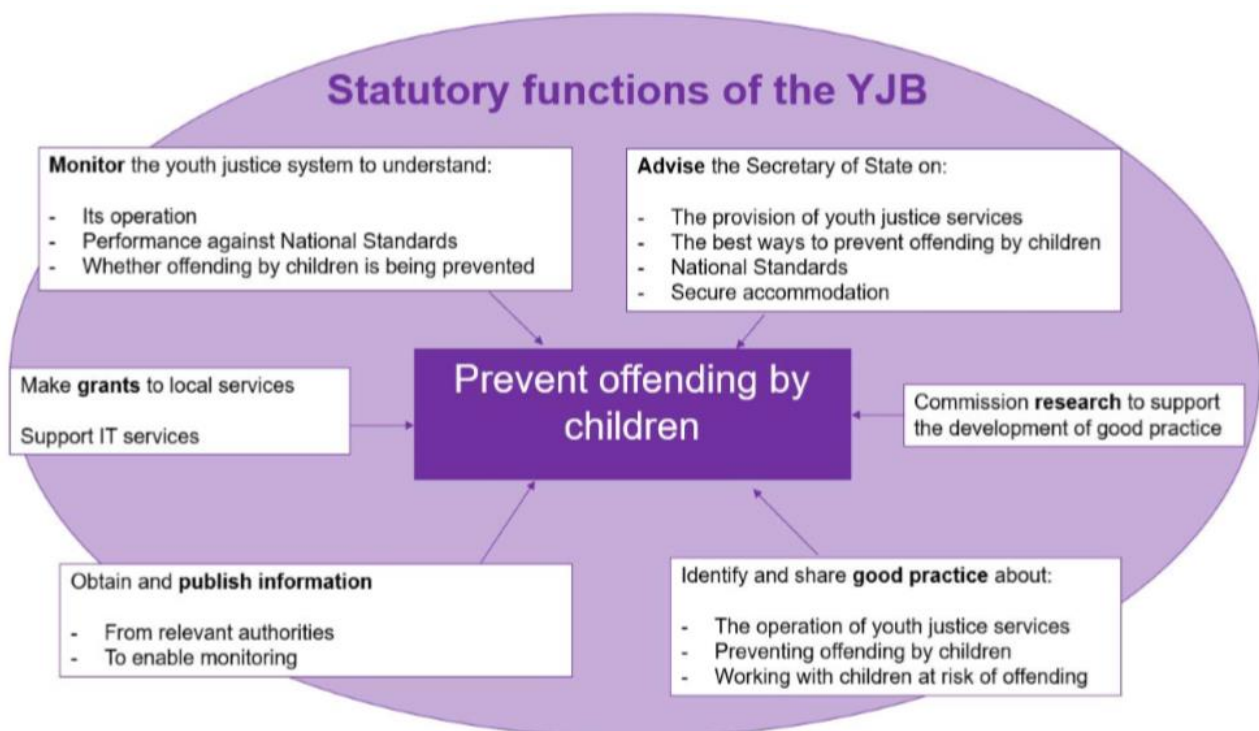
Glossary

Term	Meaning
CCE	Child Criminal Exploitation
CIN	Child in Need (Section 17 Children Act 1989)
CLA	Children Looked After (often referred to as in care, Section 20 (voluntarily / by consent), Section 31 / Full or Interim Care Order (as a result of a Court Order). Children Act 1989.
CP	Child Protection
CPC / ICPC / RCPC	Child Protection Plan / Initial / Review
CPCC / ICPCC / RCPCC	Child Protection Case Conference / Initial / Review
CSE	Child Sexual Exploitation
FTE	First Time Entrant (to the Youth Justice System)
GMAP	Gangs Matrix Panel
HSCB	Hillingdon Children's Safeguarding Board
MAPPA	Multi Agency Public Protection Arrangements
MASE	Multi Agency Sexual Exploitation (Panel)
MASH	Multi Agency Safeguarding Hub
OOCD	Out of court disposal (offence dealt without recourse to court)
RVMP	Risk and Vulnerability Management Panel
VVE	Violence Vulnerability and Exploitation
YJB	Youth Justice Board
YOS	Youth Offending Service
YOT	Youth Offending Team

Statutory functions and strategic approach of the Youth Justice Board (YJB)

The YJB is a non-departmental public body established by the Crime and Disorder Act (1998). It monitors the operation of the youth justice system and the provision of youth justice services. It advises the Secretary of State on matters relating to the youth justice system, identifies and shares examples of good practice and publishes information about the system: reporting on how it is operating and how the statutory aim of the system ('to prevent offending by children and young people') can best be achieved.

The YJB is the only official body to have oversight of the whole youth justice system and so is uniquely placed to guide and advise on the provision of youth justice services.

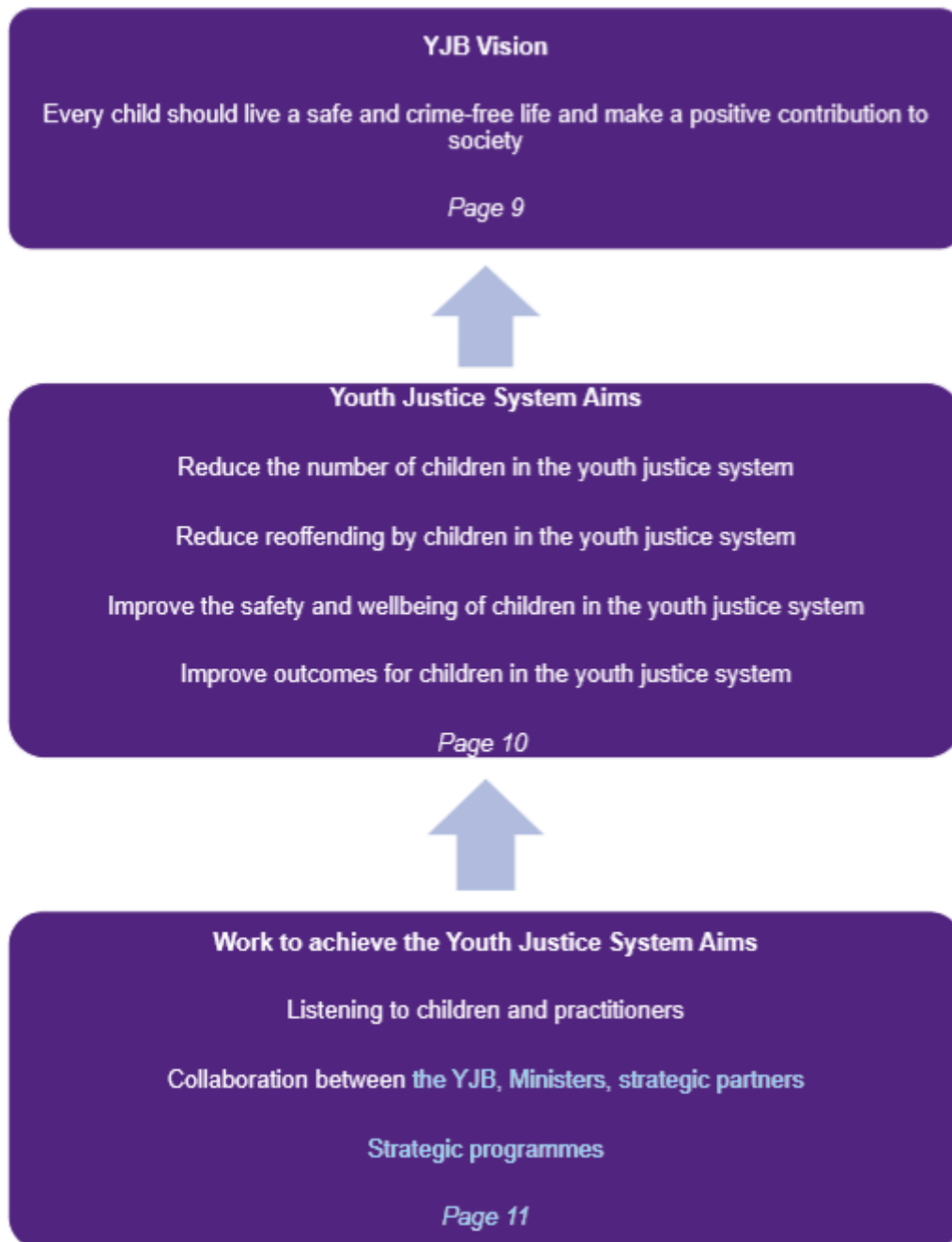


The YJB aspires to be:

- Child-centred
 - We see children first and offenders second. We make every effort to champion the needs of children wherever they are in the youth justice system and ensure we give them a voice.
 - We strongly believe that children can, and should, be given every opportunity to make positive changes.
- Outcome focused
 - We are outcome-focused in fulfilling our statutory functions. We provide leadership and expertise and promote effective practice across the youth justice workforce to maximise positive outcomes for children and their victims.
- Inclusive
 - We strive to challenge discrimination and promote equality, and we work with others to try to eliminate bias in the youth justice system.
- Collaborative
 - We encourage system-led change, and are enablers to innovation. We actively encourage, facilitate and engage in partnership working to help meet the needs of children, their victims

and their communities. Trustworthy ☐ We endeavour to act with integrity in everything we do.

Our strategic approach



Consultation questionnaire

Question	Response	Comment / suggestion
Are the strategic objectives the right ones?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially	
Is the delivery approach the right one?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially	
Is Harrow's YOT Partnership Board effectively established?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially	How could it be improved? Which other groups be represented/involved?
How else can the Youth Justice Plan be improved?		
Would you be like to be involved in contributing / producing / reviewing the effectiveness of the Youth Justice Delivery Plan or future Youth Justice Plans?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe: I'd like to be kept informed of developments / opportunities	If you have said "Yes" or "Maybe" please provide an email address we can write to you at regarding this. You can advise us to stop emailing you at any time. email:
How should we publicise opportunities to be involved with co-producing and monitoring the effectiveness of these plans in future?	<input type="checkbox"/> Email <input type="checkbox"/> Website <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> WhatsApp Group <input type="checkbox"/> Other: please specify	Please tick as many as you wish. If you ticked other, please specify here

Thank you

Annex - YJB Guidance on YJ Plans

Legal framework

Local authorities continue to have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services. The following guidance remains predominantly unchanged from previous years.

Section 40 of the Crime and Disorder Act 1998 sets out the youth offending partnership's responsibilities in producing this plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan, setting out:

- how youth justice services in their area are to be provided and funded
- how the youth offending team (YOT) or equivalent service will be composed and funded, how it will operate, and what functions it will carry out.

The youth justice plan must be submitted to the Youth Justice Board for England and Wales (YJB) and published in accordance with the directions of the Secretary of State.

'[Modern Youth Offending Partnerships](#)' and '[YOT Management Board Guidance for Wales](#)' provide additional guidance about drafting a youth justice plan and its relationship to other strategic plans.

The strategic and operational standards set out in the opening section of the '[National Standards for Youth Justice Services](#)' (2013) also detail policy and practice expectations that should be considered when drafting the youth justice plan. HMIP Probation Performance Standards contained within domain 1 of the YOT inspection guidance can also be referenced.

Content and structure

YJB guidance regarding the structure and content of the plan has been further reduced to enable localities to prepare a document which best fits specific needs. The YJB does not prescribe a template but provides a set of recommended sections (as follows) coupled with the suggestions for authors (immediately below) by taking into account how their youth justice services: -

- are delivering, against the three key indicators to reduce first time entrants, reduce reoffending and appropriately minimise the use of custody; and in Wales the four key indicators relating to devolved services that have been agreed with the Welsh Government.
- have assessed the needs of your cohort to inform delivery decisions.
- have identified local priorities and planned how these are to be met.
- are measuring impact.
- are responding to and mitigating against the risks to delivery.

Standard sections:

1. Introduction

This should include a high-level review of last year's plan, including:

- any major in-year changes to governance or service delivery
- the partnership's response to individual or thematic HMIP inspection reports published in the previous twelve months.

2. Structure and governance

This section should provide an overview of how the local authority is meeting statutory requirements for the oversight of youth justice services.

Please set out how the local partnership works to:

- hold the service to account for its practice
- monitor and meet conditions set out in any grant made by the YJB, e.g. timely submission of data, compliance with secure estate placement information and completion of national standards audits.
- support the YOT in overcoming barriers to effective multi-agency working and ensures that partner

agencies make an effective contribution to delivering against key youth justice outcomes.

3. Resources and value for money

Your youth justice plan will need to provide assurance that the YJB grant will be used exclusively for the intended purpose i.e. 'the *delivery of youth justice services*', by summarising its intended use.

YOTs will be required to include, within their annual Youth Justice Plan, a budget which provides details of how they propose to use this funding to fulfil the purpose of the grant. The format of this is at the YOTs discretion, but must allow the YJB to clearly identify how the grant has been spent.

Note: Failure to return a satisfactory plan by the stipulated timescale will result in the grant being withheld.

A table showing the financial, staffing and in-kind contributions made by local partners and others should also be submitted through the Youth Justice Application Framework (YJAF). Table 1 at the end of this document indicates what information is required. Should a YOT having difficulty submitting via YJAF, they should seek advice from YJB.

This section should also include:

- a description of how any other relevant grants from the YJB are being used for their intended purposes (including Junior Attendance Centres as relevant).
- confirmation of compliance with the minimum staffing requirements set out in the Crime and Disorder Act 1998 (which requires that the YOT has a nominated person from each of the following statutory partners: police service, children's services, national probation service, education and health). Where this cannot be confirmed, the plan should set out the steps being taken to ensure compliance with this requirement.

4. Partnership arrangements

This section should:

- describe the YOT's links to, and relationships with, other key service delivery providers especially those directed at safeguarding children and those directed at protecting people from harm.
- describe other commissioning arrangements that are intended to secure improvements against the relevant national youth justice outcomes. This is particularly important where key service delivery activity is undertaken outside the YOT.

5. Risks to future delivery against the youth justice outcome measures

This section should:

- include proportionate information on emerging or continuing concerns about performance on reoffending outcomes and action plans to reduce risks i.e. where performance is good, measures to sustain performance are sufficient. Where performance is poor, the plan should include the findings of analysis in to why this is the case, including the identification of concerns relating to any specific groups within the cohort, along with actions and timescales by which improvement measures will be put in place.
- highlight emerging or continuing concerns about improvements against First Time Entrants and Custody measures and the actions planned to reduce these risks, with particular reference to reoffending by looked-after children and those being resettled from custody
- describe any planned service reviews, self-assessments, peer reviews or audits that the service intends to undertake, including those related to thematic inspection findings.

While not directly linked to an outcome measure, it is recommended that this section also includes intended actions to respond to the diverse needs of children and young people in contact with your services including any known disproportionality concerns.

Harrow Youth Offending Partnership

Youth Justice Plan

Shorter Consultation version

2019 – 2020

NB: The full version of this document contains an additional pages of data tables relating to need and performance over the last 12 months of the Youth Offending Partnership upon which the main themes and strategic objectives are built upon and various appendices containing useful but not essential information.

The full version will be published with the council papers on Harrow Council's website for the relevant meetings in July 2019.

For consultation responses please [see the relevant section below](#)

Contents

1. Foreword	3
2. Introduction.....	4
3. Executive Summary	5
HYOT Plan on a page.....	7
4. Review of previous year's performance / Strategic Analysis	Error!
Bookmark not defined.	
5. Summary of Strategic Objectives	8
6. Delivering the strategy	8
7. Appendices	12
YOT Board Membership	12
Issues and partner providers word cloud.....	13
Consultation questionnaire	14

1. Foreword

Councillor Christine Robson
Young People & Schools Portfolio Holder



This year we have deliberately closely aligned our Youth Justice Plan local strategic objectives with the Violence Vulnerability and Exploitation (VVE) Strategy and with the Safer Harrow Strategic Assessment.

The published survey “This is Harrow” of young people’s self report about their needs produced in collaboration with Young Harrow Foundation and involving an analysis of over 4500 young people’s questionnaires outlining their needs, highlighted gang activity and youth violence, mental health and emotional wellbeing as some of the key concerns of young people and themes to be addressed. These chime with the strategic objectives of this Youth Justice Plan.

Our strategic objectives within this plan are to

- Reduce Youth violence (particularly knife crime)
- Reduce Drug and alcohol misuse (including the use, supply and distribution as well as the exploitation of younger age groups into becoming involved)
- Strike a balance between protection of the public and safeguarding the welfare and wellbeing of those at risk of offending.
- Reduce the numbers of young people coming into the youth justice system, reduce the need for custody and reduce the rate of re-offending

There are a range of wonderful existing partnership arrangements with other statutory and voluntary sector organisations. We are all focused around these objectives and working together to build Harrow to become a great place to work, live and go to school. It is our aim and collective will to protect the most vulnerable and provide suitable support to families within our local communities.

The needs of young people will continue to be gathered and responded to. We will continue to work with our key partners to deliver a good level of practice and service to Harrow.

Local young people will continue to be engaged and involved in co-producing and reviewing the strategic developments, impact and successes as we move forward so that residents will be assured that we will continue to deliver our overarching vision of building a better Harrow.

2. Introduction

Serious youth violence, drug dealing and drug use involving young people has been subject of much recent local attention both to residents and within the local media. This picture would also be recognised across London and wider regional contexts too. As a response, Local Action Groups have emerged and local people have demonstrated motivation and hope to bring about effective change and resolution.

Part of the response is conveyed within the work of the statutory service providers. This includes children and families services that will support and build capacity within families and enhance the resilience of children. It also includes the Statutory Youth Offending Team (YOT). The YOT is a multi-professional partnership focused on providing services to young people at risk of committing crime. The aim of all YOTs nationally is to

- Reduce First Time Entrants to the Youth Justice System
- Reduce the use of custody
- Reduce the rate of reoffending

However, Harrow YOT recognises local need and as such has established the following **strategic objectives**:

- Reducing Youth violence (particularly knife crime)
- Reducing Drug and alcohol misuse (including the use, supply and distribution as well as exploitation of younger age groups into such use)
- Address children's longer term needs including their vulnerabilities and need for emotional and behavioural well-being while balancing this against the need of the general population and particularly their peers to be and feel safe.

This YJ plan outlines the progress made already and the journey ahead still remaining. The executive summary outlines the achievements and remaining areas of challenge.

The work of the YOT is only a part of the overall strategic delivery plan. To effectively address these issues, this plan has been closely aligned with this year's VVE strategy review. The combined partnerships together provide a strong base of agreement and consolidation to make progress. However, delivery is reliant on effective partnerships with a wide range of providers who can address universal, targeted and specialist needs. Such providers include emotional and mental health providers, health and wellbeing, education, training, probation and police involvements, gangs and exploitation specialists, drugs workers, youth workers and a range of voluntary sector providers such as Ignite, StreetDoctors, Street Pastors, RedThread and others.

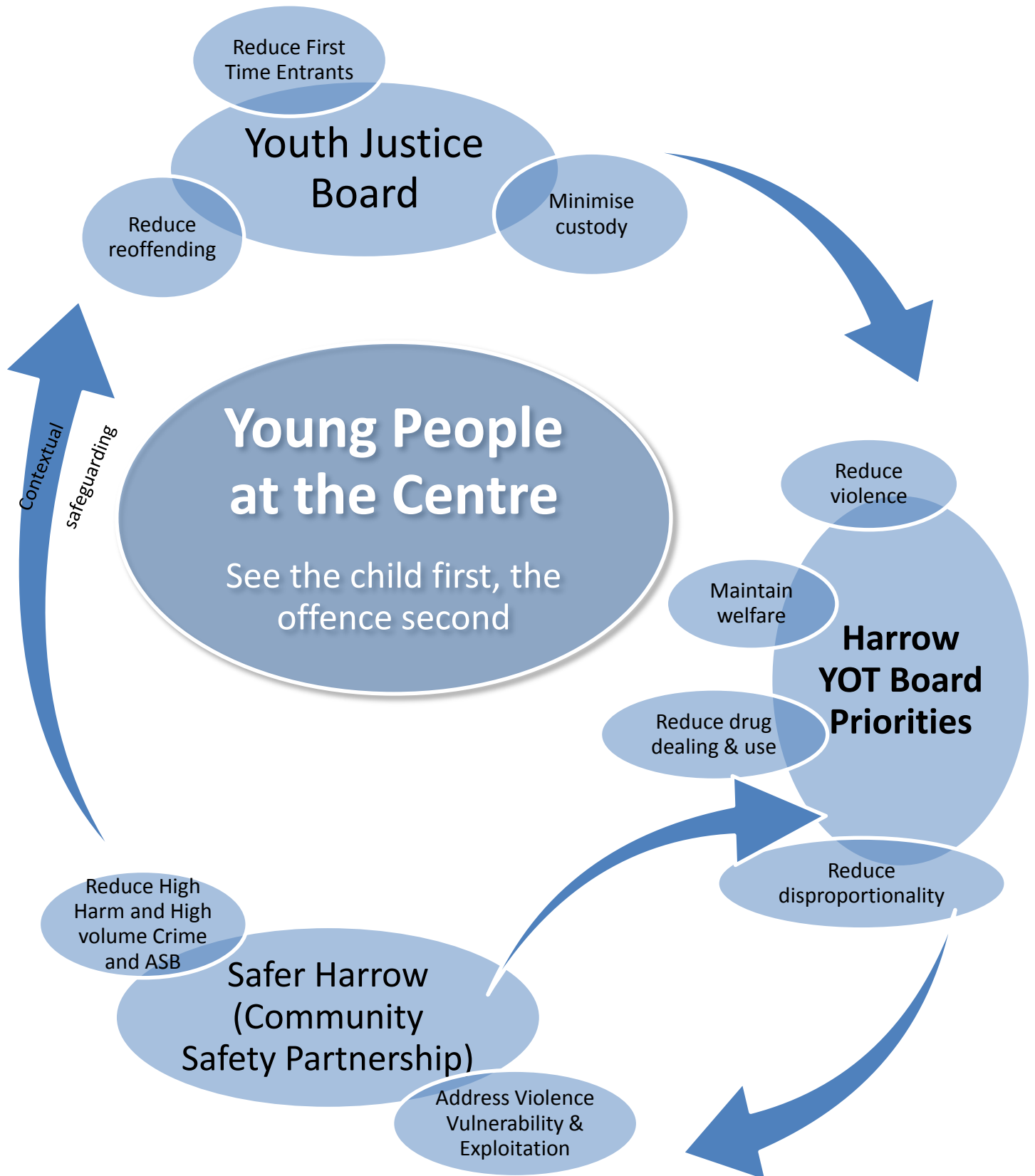
The 2 plans (YJ and VVE) have been consulted on with focused groups but there is further significant opportunity to involve other key parties in developing and reviewing progress against integrated VVE and YJ delivery plan. Our delivery plan incorporates our knife crime strategy action plan which is also reported to MOPAC.

3. Executive Summary

The residents and young people of Harrow need to feel and be safe

1. The welfare and wellbeing of young people at the edge of and involved in offending behaviour and the protection of the people and community affected by such offending remain at the heart of the challenges for this YOT service.
 - a. Achieving a balance which promotes welfare and wellbeing and also enables the feeling of and actual safety and protection continues to be managed and led by the officers and staff of the partnership.
 - b. This collaborative and inclusive approach needs to continue as partners work together to develop effective and innovative ways to manage the challenges and serve in order to lead relevant and proportionate achievements.
2. Responding to local needs including being involved with the Wealdstone and South Harrow/Rayners Lane Community Action Groups will help deliver the strategic objectives. This will build on work already being delivered from the Wealdstone Early Support (Youth) Hub and in partnership with youth provision / services.
3. There is a strong and positive improvement in the three key performance areas established through the Youth Justice Board
 - a. The rate of first time entrants to the Youth Justice System in Harrow continues to decline and is lower than the London, and England average rate.
 - b. The use of custody remains very low during 2018-19 and is lower than the London, and England average rate.
 - c. Reoffending is decreasing and is lower than the London, and England average.
4. There is a fully recruited and stable staff group with suitable skills and abilities to deliver high quality services and interventions to the young people being worked with. The co-located nature of the service (within children's services and alongside key other council partners) continues to be a strength.
5. There is a strong alignment with the Youth Offer. The Early Support Service has enabled a restructuring to further strengthen the pathways to divert young people from offending behaviour and link in with the Youth service which is a part of a restructured continuum of provision.
6. There is a good alignment with the work of the Violence, Vulnerability and Exploitation (VVE) partnership. This includes collaborative working at VVE daily meetings, working with partner agencies (Multi Agency Safeguarding Hub [MASH], Police) and strategic alignment. There is also close alignment with the Joint Strategic Assessment which has informed both the VVE Strategy and this plan.
7. Local challenges for young people and the workers of the YOT include

- a. Addressing vulnerability to becoming involved in serious youth violence and
 - b. Being vulnerable to being exploited and involved in the use, supply and distribution of illegal drugs.
 - c. Known disproportionality of involvement in the criminal justice system
8. Relationships and collaborative working with Children's Services continue to strengthen and build on good arrangements. Consistently, about a third of YOT young people are also known to Children's Services Partners.
 9. The YOT continue to support, develop and promote a range of effective and innovative programmes including "mindfulness and mental toughness", "street doctors", "Goldseal: music production and business enterprise", TallShips collaborative residential course at sea, "no knives better lives" workshops, LEAP employability partnership.
 10. The service continues to build a closer affinity with the voluntary sector including Ignite, Young Harrow Foundation, Cedars Youth & Community Centre.
 11. As a learning organisation Harrow YOT has built from last year's commissioning of an independent audit to enhance practice skills around trauma informed practice, forensic case formulation and restorative approaches.
 12. The YOT's electronic case management system (Capita One) for recording has been continuing to embed. Though there are still some challenges (particularly around "connectivity") the use of the AssetPlus framework is much more embedded and enabling benefits in terms of enabling better identification of risk and vulnerability, ability to demonstrate management oversight.
 13. The YOT Partnership Board continues to be well attended and provides good level of scrutiny, oversight and strategic direction. Board members and YOT practitioners are now engaged in a rolling programme of observing and learning from each other's roles as the team have started to host YOT tour days for all Board members to observe practice for themselves. And all YOT practitioners have or will have attended YOT Boards over the course of the year.
 14. Overall, the caseload for Harrow is quite small. However, the cohort of young people being worked with is increasingly complex. NEET figures are significantly higher for young people beyond statutory school age. 95% of cases assessed resulted in requiring either enhanced (35%) or intensive (59%) active interventions. The overwhelming majority (86%) of the cohort are assessed as being medium-high risk to others and 81% having medium to high welfare vulnerability scores.
 15. There follows a graphic of the YOT plan on a page which is widely distributed and acts as a quick aide memoire for stakeholders and partners to have a quick overview of the strategic aim of Harrow YOT (HYOT).



4. Summary of Strategic Objectives

Overarching objectives

- a) Reduce First Time Entrants to the Youth Justice System
- b) Reduce the use of custody
- c) Reduce the number of people reoffending and the number of re-offenses per person

Youth violence, weapon based crime, vulnerability and exploitation.

- d) To reduce the number of young people involved in youth violence and gang crime and to decrease the number of young people carrying offensive weapons (guns and knives)
- e) To embed an awareness of actions which can shift attitudes within young people at schools and in other education settings towards the issues of sexual assault, child sexual, digital and criminal exploitation

Drug and alcohol misuse

- f) Reduce the incidence of young people possessing and using illegal and harmful drugs
- g) Reduce the incidence of young people being involved in the supply, dealing, distribution or the production of drugs and to build resilience in young people so that they are able to spot the signs of dealer grooming.
- h) To reduce alcohol and drug-related reoffending.

Wellbeing and welfare

- i) To promote the emotional and psychological resilience of young people at risk of offending behaviour so that they can make more civic and pro-social choices about their lifestyle.
- j) To provide a robust offer to youth at risk of offending to support them as they are diverted away from offending behaviour
- k) To provide a robust service which takes strategic action towards protecting the public and other vulnerable young people from the most prolific and high harming behaviours displayed by young offenders.
- l) To reduce the disproportionality of over-represented groups within the local criminal justice context

5. Delivering the strategy

The strategic objectives fit in with Harrow council's priorities and values particularly around "Protecting the Most Vulnerable and Supporting Families" and "Building a better Harrow" by being courageous, working together and collaboratively, in order to make things happen.

The strategic objectives will be measured through a Delivery Plan, with clear outcomes and measures. The senior managers in Harrow are committed to unblocking and enabling meaningful change and improvement for the groups impacted by the implementation of this strategy. The delivery plan is incorporated within the Safer Harrow "Community Safety Violence Vulnerability and Exploitation Strategy delivery Plan" which also includes reference to the borough wide Knife Crime Action Plan (also separately reported annually to MOPAC). This is as the YOT plan is seen as being an integrated part of the VVE strategy. This enables the joint plans to progress through council overview and scrutiny at committee, cabinet and full council meetings in advance of the YJ plan being submitted to YJB before the deadline of the end of July.

The Strategy's objectives will be delivered through Harrow's Youth Offending Partnership, which is responsible for co-ordinating activity between the statutory, voluntary and community partners and agencies

The role of Harrow's Youth Offending Partnership is to enable and promote the strategic objectives of the partner agencies outlined above. As part of this, the partnership will look for all opportunities to communicate the impact of our initiatives that are taking place across the borough. They unblock obstacles and motivate the partner agency officers. They quality assure the performance and impact of operations. They enable reflection of arising issues emerging from an analytical review of trends and themes and encourage participation of young people to co-produce the analysis, plans and objectives. Governance for the partnership and this Strategy sits with the Youth Offending Partnership Board and is endorsed by the Youth Justice Board.

The work with young people known to the Youth Offending Team cannot be seen in isolation. This is why we have strategically aligned our YOT with our Youth Service offer and also the YOT plan with the "Safer Harrow" Community Safety Violence, Vulnerability and Exploitation strategy and located the YOT structurally within children's services with formal operational and routine working partnerships with the daily VVE/MASH meetings.

The inclusion of the YOT team to sit alongside other key members in the council delivering other anti-violence and violence reduction policies and programmes (including FGM, Domestic Abuse, modern slavery, Child Protection, sexual violence and related abuse of alcohol and drugs, as well as partners addressing hate crime and extremism) has led to a very rich and resourceful set of arrangements and relationships between the people actually working with and delivering programmes and sessions to the young people known to YOT.

Increasingly the operational and strategic partners are delivering a whole system approach to all forms of anti-social behaviour, high volume and high harm crime. We are considering victims, offenders, locations and themes (the VOLT model). To address this contextual learning approach we are engaging with a contextual safeguarding approach.

This has led to the emergence of a set of common commissioning intentions spanning policy, strategic and operational leads across the statutory, voluntary, private and community sectors both across Harrow and wider sub regional arenas, notably around our tri borough and North West London areas.

In developing this shared understanding the council support a range of projects outlined succinctly in the Safer Harrow Community Safety VVE strategy.

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

For quick reference a summary of the key delivery partner/projects include:

- School Engagement Projects (resilience building programmes for “at risk” students)
- Further support to Ignite for a full time gangs outreach worker
- Unblurred lines – drama workshops for students regarding sexual, criminal and online exploitation and safer relationships.
- Inspire to Empower (previously Empire to Inspire) – is a leadership programme with a focus on raising empowerment and leadership skills of disproportionately represented groups in YOT.
- WISH: to promote awareness and support of young people at risk of sexual assault, CSE, digital exploitation and support with self-harming behaviours.
- Synergy theatre company of previous offenders dramatizing workshops about effects and consequences of criminal behaviour
- Tallships residential sailing course for YOT Boys and Harrow School Boys to spend time breaking down social barriers and developing team work and leadership skills.
- Goldseal music and enterprise workshops for YOT (and since 2019 also YOUTH) clients to develop music production and entrepreneurial expertise and certification/qualifications
- Engagement with the “No knives better lives” project run jointly with courts and met police delivering workshops with relatives of knife crime victims and targeted young people known to YOT
- Other VCS partners including Khulisa, Abianda, Safer London and St Giles Trust who deliver 1:1 support to young people identified at risk of county lines activity accessed through the London wide rescue and response service
- Implementation of eCINS secure information sharing platform for working across the borough, capital and nationally regarding cohorts of known young people, places and vehicles.
- Work with University of Bedfordshire with the leading proponent of Contextual Safeguarding Dr Carlene Firmin, MBE to deliver awareness raising and operational training events to a wide range of council and key partner agency staff.

In terms of theoretical approaches Harrow are also in consideration of how to implement a public health based approach to knife crime in a more meaningful way than just adopting the words. Alongside this there is consideration of a Ripple Effect Community Based Contextual Intervention Approach

An example of a geographical community based contextual approach is within the formation of the Wealdstone Action Group. This is a group formed almost spontaneously in response to a number of incidents of street violence. Churches, local community groups, businesses, social enterprises, charities and the local authority have formed a union to hear concerns and plan and implement responses to them. This has resulted in shared plans between police, transport police, council sectors, charities, community groups, ward counsellors working together to deliver tangible results.¹ This was supported by the local authority to ascertain if such a model of delivery worked. As it has been seen as effective a similar model is to be rolled out to other “hot-spot” contexts within the borough (South Harrow/Rayners Lane and Edgware) in due course. The YOT and Youth Service have been an active part of the planning and delivery of this work with the Head of Service on the planning groups and members of the YOT team attending community engagement events.

Engagement with the Community Action Groups in both Wealdstone and South Harrow & Rayners Lane will build upon work already being delivered and coordinated across the Youth and Early Support offer at Wealdstone Hub and the Beacon Centre in Rayners Lane. A related youth strategy: “Ready for 25” is also in development and will benefit from input and contribution from the YOT partners.

¹ Papers and reports available. A formal evaluation paper is being finalised.

6. Appendices

YOT Board Membership

Role and organisation
Corporate Director People's Service. , Harrow Council. Chair
Head of Community and Public Protection, Harrow Council. Deputy Chair
Divisional Director Strategy, Harrow Council
Senior Officers. National Probation Service
CEO Young Harrow Foundation – Voluntary Sector
Head of Business Intelligence, Harrow Council
Service Manager, COMPASS Harrow
Team Manager, YOT, Harrow Council
YOTs Lead. NW BCU Metropolitan Police
Community Safety, Harrow Council
Trustee of Ignite Trust
Service Manager, Brent and Harrow CAMHS (LM)
Head of Youth Offending Team and Early Support Service, Harrow Council
Head of Virtual School – HSIP. Harrow Council
Youth Magistrate and Chair of NW London Youth Panel
Head Teacher The Helix Pupil Referral Unit
Divisional Director, Children & Young People, Harrow Council
Business Intelligence Officer, Harrow Council
Designated Nurse Safeguarding Children Harrow CCG



Consultation questionnaire

Question	Response	Comment / suggestion
Are the strategic objectives the right ones?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially	
Is the delivery approach the right one?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially	
Is Harrow's YOT Partnership Board effectively established?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially	How could it be improved? Which other groups be represented/involved?
How else can the Youth Justice Plan be improved?		
Would you be like to be involved in contributing / producing / reviewing the effectiveness of the Youth Justice Delivery Plan or future Youth Justice Plans?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe: I'd like to be kept informed of developments / opportunities	If you have said "Yes" or "Maybe" please provide an email address we can write to you at regarding this. You can advise us to stop emailing you at any time. email:
How should we publicise opportunities to be involved with co-producing and monitoring the effectiveness of these plans in future?	<input type="checkbox"/> Email <input type="checkbox"/> Website <input type="checkbox"/> Facebook <input type="checkbox"/> Twitter <input type="checkbox"/> WhatsApp Group <input type="checkbox"/> Other: please specify	Please tick as many as you wish. If you ticked other, please specify here

Thank you



REPORT FOR: PENSION FUND COMMITTEE

Date of Meeting:	26 June 2019
Subject:	Appointment of Pension Fund Co-optee
Responsible Officer:	Dawn Calvert, Director of Finance
Exempt:	No
Wards affected:	All
Enclosures:	None

Section 1 – Summary and Recommendations

Pension Fund Committee is asked to consider the re -appointment of the non-voting co-optee to the Committee.

Recommendation

Pension Fund Committee is requested to note the report.

Section 2 – Report

1. In June 2006 the, then, Legal and General Purposes Committee agreed to the appointment of Mr Howard Bluston as a non-voting co-opted to the, then, Pension Fund Investment Panel. Pension Fund Committee reviewed the role of the non-voting co-opted in June 2017 and recommended that Council be asked to renew his appointment for the municipal year.
2. The re-appointment was made on condition that the role should be operated within that set out in the Council's Constitution with the postholder afforded the right to:
 - Receive all agenda papers including "Part II" of confidential papers
 - Be notified of all meetings
 - Attend all meetings
 - Contribute to the consideration of all items
3. There would be no "advisory" or "representative" duties attached to the role. Attendance at any meeting or function where the involvement with the Committee is a contributory factor in that attendance will be subject to officer approval and, if appropriate, an entry in the corporate hospitality register and any necessary declaration of interest.
4. The appointment of a co-optee to one of the Council's committees is generally subject to annual renewal by the Council. However, the terms of reference of the Pension Fund Committee include exercising on behalf of the Council "all the powers and duties of the Council in relation to its functions as Administering Authority of the LB Harrow Pension Fund save for those matters delegated to other Committees of the Council or to an Officer." Assessing the support it requires from non-Councillors is clearly within this remit.
5. On 16 May 2019 Annual Council agreed to the appointment of co-optees to various committees but, to avoid pre-judging the consideration by the Pension Fund Committee, no appointment to the Pension Fund Committee was agreed.
6. It is recommended that Pension Fund Committee note that Annual Council had not appointed a non-voting co-optee to the Committee for the Municipal Year 2019/20 and make the nomination for the non-voting co-optee to Council.

Legal Implications

7. As regards the exact role of a co-optee, Section 5H of the Council's Constitution includes:
 - 1.1 The Council may appoint non-voting co-opted members to its Committees;
 - 3.1 The basic rule is that co-opted members have such rights as agreed by the parent body making the appointment;

- 3.3 Unless otherwise determined by the parent bodyall co-opted members and advisers will be afforded the right to:
- Receive all agenda papers including “Part II” of confidential papers
 - Be notified of all meetings
 - Attend all meetings
 - Contribute to the consideration of all items

8. No further rights or duties are conferred on co-optees and their only stated obligations concern the non-disclosure of confidential information.

Financial Implications

9. Non-voting co-optees are paid an allowance of £445 pa plus payments in respect of out-borough travel and subsistence expenses for approved duties which must be approved by an appropriate officer in advance. All costs are charged to the Pension Fund.

Risk Management Implications

10. The risks arising from “Committee” performance are included in the Pension Fund risk register.

Equalities implications / Public Sector Equality Duty

11. Was an Equality Impact Assessment carried out? No. There are no direct equalities implications arising from this report.

Council Priorities

12. Investment performance has a direct impact on the financial health of the Pension Fund which directly affects the level of employer contribution which then, in turn, affects the resources available for the Council’s priorities

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 13 June 2019		
Name: David Hodge	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 13 June 2019		

Name: Dawn Calvert



On behalf of
Corporate Director

Date: June 2019

Ward Councillors notified:

NO

Section 4 - Contact Details and Background Papers

Contact: Iain Millar, Treasury and Pensions Manager
0208 424 1432

Background Papers: None