

**Council**

**Thursday 3 December 2015**

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

<b>ITEM ON SUMMONS</b>	<b>CABINET / COMMITTEE RECOMMENDATION</b>	<b>ORIGINATING REPORT</b>
	Recommendation Cabinet I: (17 September 2015)	
8.	HARROW YOUTH OFFENDING PARTNERSHIP YOUTH JUSTICE PLAN 2015-18	Report of Interim Corporate Director of Children and Families (Pages 3 - 44)

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# CABINET

## 17 SEPTEMBER 2015

Record of decisions taken at the meeting held on Thursday 17 September 2015.

**Present:**

**Chair:** \* Councillor David Perry

**Councillors:**

* Sue Anderson	* Varsha Parmar
* Simon Brown	* Kiran Ramchandani
* Keith Ferry	* Sachin Shah
* Glen Hearnden	* Anne Whitehead
* Graham Henson	

**In attendance:**

Stephen Greek	Minute 243
Susan Hall	Minute 243
Barry Macleod-Cullinane	Minute 243

\* Denotes Member present

### RECOMMENDED ITEMS

**246. Harrow Youth Offending Partnership Youth Justice Plan 2015-18**

Having noted the reference from the Overview and Scrutiny Committee tabled at the meeting, it was

**Resolved to RECOMMEND:** (to Council – December 2015)

That the Harrow Youth Offending Partnership Youth Justice Plan 2015-2018 be approved.

**Reason for Decision:** To adhere to the statutory requirements to produce a Youth Justice Plan.

**Alternative Options Considered and Rejected:** None.

**Conflict of Interest relating to the matter declared by Cabinet Member /  
Dispensation Granted:** None.

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

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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	17 September 2015
<b>Subject:</b>	Harrow Youth Offending Partnership Youth Justice Plan 2015-2018
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Chris Spencer, Interim Corporate Director of Children and Families
<b>Portfolio Holder:</b>	Councillor Simon Brown, Portfolio Holder for Children Schools and Young People
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	No, as the decision is reserved to Council
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix - Harrow Youth Offending Partnership Youth Justice Plan 2015-2018

**Section 1 – Summary and Recommendations**

This report presents the draft Youth Justice Plan 2015-2018, a statutory plan, setting out how the 3 outcomes

- reducing the number of first time entrants
- reducing re-offending
- reducing the use of custody

will be achieved.  
The Plan also sets out the challenges and priorities for 2015-2018.

**Recommendations:**

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

**Reason: (For recommendations)**

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

## **Section 2 – Report**

### **Introductory paragraph**

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

The Harrow Youth Offending Partnership Youth Justice Plan 2015-2018 includes the Council Priorities.

### **Options considered**

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

### **Background**

It is the responsibility of Harrow Council, in consultation with partner agencies, to develop and implement a Youth Justice Plan setting out how youth justice services in Harrow will be provided and funded, how the Youth Offending Team will be composed and funded and identifying the key priorities for 2015-2018.

### **Current situation**

The Harrow Youth Offending Partnership Youth Justice Plan 2015-18 is in draft form and is scheduled to be presented to full Council in December. It will be submitted to the Youth Justice Board (YJB) in August 2015.

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

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

### **Implications of the Recommendation**

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

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

## **Performance Issues**

Impact on Council priorities

- Making a difference to the most vulnerable
- Making a difference for communities
- Making a difference for businesses, and
- Making a difference for families

The three key performance indicators for the Youth Offending Team are

- Reducing first time entrants
- Reducing re-offending
- Reducing the use of custody

Reducing First Time Entrants

There was a 23.4% decrease in the number of young people being found guilty of a crime.

In Oct 13 – Sept 14 there were 73 First time entrants FTE's compared to 79 Oct 12-Sept 13, a rate of 311 per 100,000 compared to 327 per 100,000.

Re-offending

Harrow's most recent re-offending rate (April 12-March 13) of 43.7% accounts for 60 re-offenders from a cohort of 139, this compares to 84 re-offenders in the same period the previous year. The sizes of the cohort and the number of re-offenders have decreased consistently since 2009, however with a smaller cohort and lower numbers of FTE's the proportion of re-offenders has increased. The alternative measure for re-offending is the frequency rate which represents the average number of re-offences per offender. In the latest reporting period (April 12- March 13) the average number of offences committed by re-offenders was 1.08, this is an increase on the previous year which was 1.04.

Custody

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

The key performance targets are set by the Youth Justice Board for all Youth Offending Teams.

## **Environmental Implications**

None.

## Risk Management Implications

Risk included on Directorate risk register?	No
Separate risk register in place?	No

## Legal Implications

Set out detailed legal implications of the proposed decision. Where appropriate, liaise with the relevant legal officer and ensure that their clearances are obtained.

Section 40 of the Crime and Disorder Act 1998 makes it a duty of the local authority, after consultation with partner agencies, to formulate and implement for each year a youth justice plan setting out:

1. How youth justice services in their area are to be provided and funded;
2. How the YOTs are to be composed and funded, how they are to operate, and what functions they are to carry out.

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

Partner agencies are the chief officer of police, local probation board and strategic health authority.

Following approval, the youth justice plan has to be submitted to the Youth Justice Board and published.

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

## Financial Implications

The financial implications of the Harrow Youth Offending Partnership Youth Justice Plan 2015-2018 are detailed in the plan.

The budget for Harrow Youth Offending Team is shown below.

<b>Budget 2014-15</b>	<b>£'000</b>
Expenditure budget	£917
Funded by:	
Youth Justice Board	£259
Drug Action Team (MOPAC)	£0
Council funding	£528
Probation Service	£47
Police Service	£66
Child & Adolescent Mental Health Service (CAMHS)	£17
<b>Total funding</b>	<b>£917</b>



## Equalities implications / Public Sector Equality Duty

An Equalities Impact assessment has been completed.

### Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

The plan details how the Youth Offending Team will meet the key performance indicators detailed above which incorporates the administration's priorities.

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

### Section 3 - Statutory Officer Clearance

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 12 August 2105		
Name: Helen Ottino	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 16 August 2015		

<b>Ward Councillors notified:</b> NO, as it impacts on all Wards	.
<b>EqIA carried out:</b>	YES .
<b>EqIA cleared by:</b>	Roger Rickman

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

Contact: Ann Garratt, Head of service Youth Offending

[Ann.Garratt@harrow.gov.uk](mailto:Ann.Garratt@harrow.gov.uk)

0208 736 6976

**Background Papers:** Harrow Youth Offending Team Annual Report 14-15

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

**NOT APPLICABLE**

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

# **Harrow Youth Offending Partnership**

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

# **Harrow Youth Offending Partnership**

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

### **Our Vision**

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

### **Harrow Council Priorities**

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

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

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

### **Youth Offending Team.**

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

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

## Contents

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

## Introduction

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

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

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

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

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

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

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

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

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

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

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

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

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

**Structures and Governance**

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

Effective governance, partnership and management are in place.

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

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

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

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

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

funded

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

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

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

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

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

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

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

Probation.

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

Police.

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



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

#### Substance misuse.

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

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

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

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

#### Mental health.

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

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

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

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

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

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

#### Court

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

#### TRIAGE

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

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

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

#### Youth Justice Liaison and Diversion Programme.

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

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

#### Early Intervention Service.

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

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

Harrow School/Tall Ships.

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

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

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

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

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

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

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

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

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

## **Resourcing and value for money**

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

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

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

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

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

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

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

AssetPlus.

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

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

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

#### Volunteers.

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

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

#### Milmans IT Project.

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

#### Canons Lane Methodist Church.

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

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

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

#### The Allotment.

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

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

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

### **Risks to future delivery**

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

### **Funding**

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

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

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

### **Performance**

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

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

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

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

## Quality Practice

Ensuring consistent delivery of quality practice.

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

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

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

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

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

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

### YOT Restructure

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

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

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

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



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

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

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

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

#### Performance.

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

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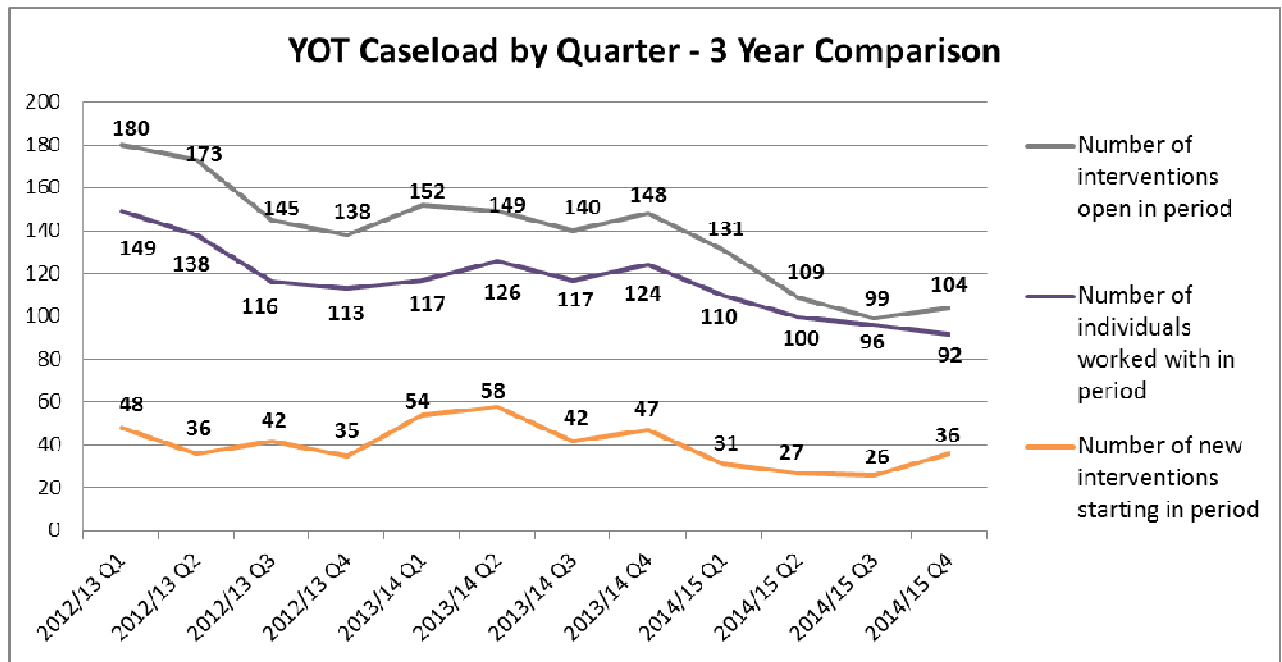
	Individuals committing crime	% Change	Total Offences	% Change	No. of Pre-court disposals	No. of First-tier disposals	No. of Community disposals	No. of Custody disposals	Total Disposals	% change from previous year
April 2014 - March 2015	105	-23.4%	215	-30.0%	14	99	34	7	154	-29%
April 2013 - March 2014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

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

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

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

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



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

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

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

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

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

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

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

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

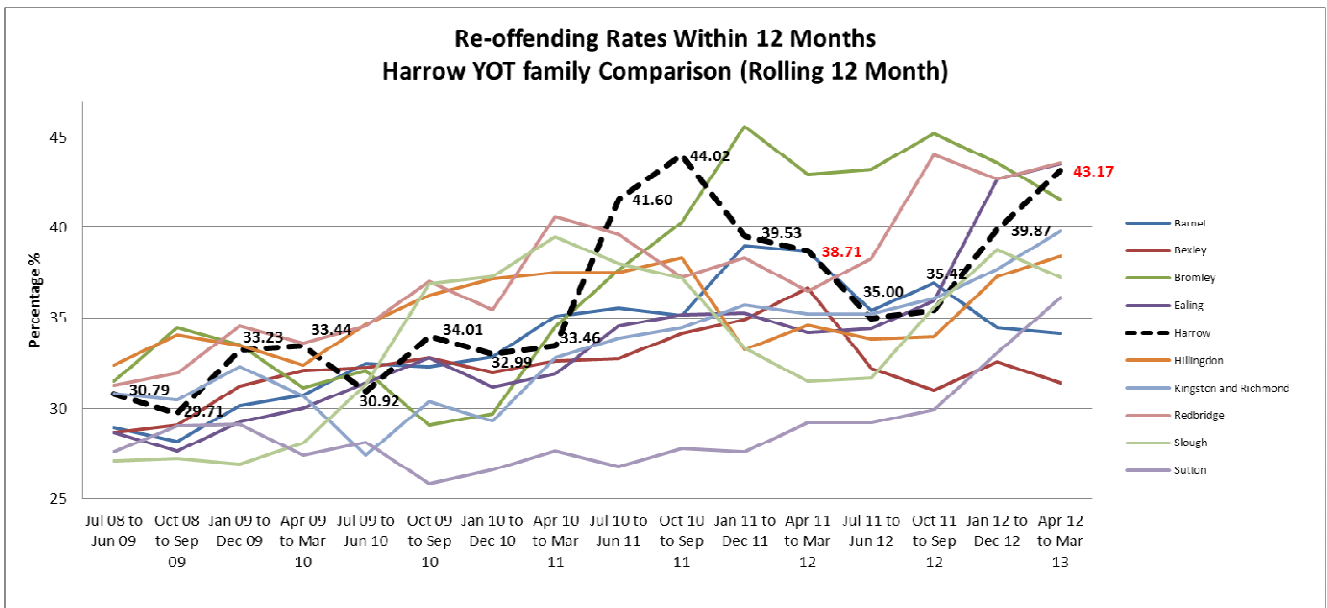
In 2013/14 the gender split of young people convicted of an offence was nationally 85.93% Male to 14.07% female. In London females represent a smaller proportion with 13.88% to 86.12% male and for the YOT statistical neighbours they represent 15.3% to 84.6% Male.

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

### FTE table and narrative

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

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



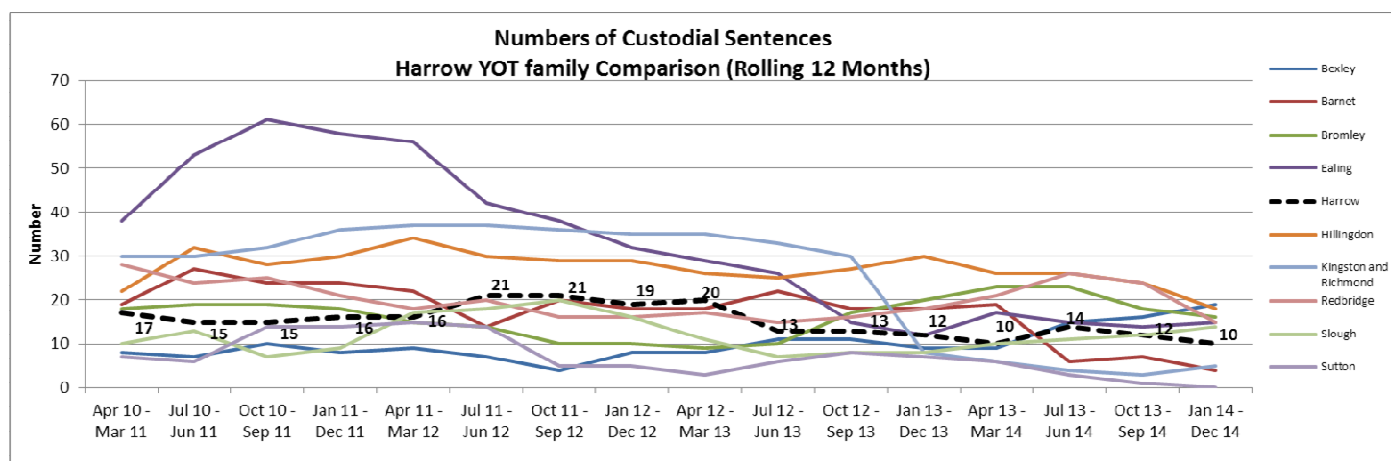
Within Harrow's YOT family the general trend shows a steady increase in the re-offending rate since 2009. This is a trend which is also reflected nationally.

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

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

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

## Remanded into custody table.



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

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

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

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

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

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

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

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

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

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

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

Key achievements in the past year include:

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

### **Key challenges**

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

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

In addition

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

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

### **Key priorities for 2015/18.**

The Youth Offending Management Board has identified the following key priorities

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



## What people say about us

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

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

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

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

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

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

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

Appendix 1 Youth Offending Team Structure.

Structure Chart 31/07/15

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

Structure chart following restructure and recruitment planned September 2015

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

Volunteers 31/07/15

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

## Appendix 2.Membership of the Management Board

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

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

## **Glossary.**

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





## **LONDON BOROUGH OF HARROW**

### **CABINET – 17 SEPTEMBER 2015**

#### **REFERENCE FROM OVERVIEW AND SCRUTINY COMMITTEE – 16 SEPTEMBER 2015**

#### **HARROW YOUTH OFFENDING PARTNERSHIP YOUTH JUSTICE PLAN 2015-2018**

This Committee considered a report which presented the draft Youth Justice Plan (The Plan) 2015-2018 setting out how its outcomes would be delivered and what were its challenges and priorities

The Interim Corporate Director of Children and Families addressed the Committee and explained that the Youth Justice Plan was a 3 year plan and would be submitted to the Youth Justice Board in August 2015 prior to Full Council approval in December 2015.

The Head of Service – Youth Offending also addressed the Committee and made the following points:

- The three Key Performance Indicators for the Youth Offending Team, as set by the Youth Justice Board were reducing first time entrants; reducing re-offending and reducing the use of custody. Performance against these targets was good;
- There was a decrease in the number of young people being found guilty of a crime in 2014-15;
- The Harrow Youth Offending Team Annual Report fed into this Plan;
- The financial grant which was provided and associated with the work set out in the Plan would only be provided once the Plan had been finalised and agreed;
- The Plan addressed a number of key issues. These included structure and governance, partnership arrangements, use of resources, value for money and performance. It also reported on the key achievements and challenges.
- There had been a decrease in the number of youth remanded into custody. However those who had been remanded into custody were now being sentenced for longer periods for more serious crimes;
- There was increased compliance with national standards;
- The Youth Offending Service had been re-structured. There were now permanent members of staff as opposed to temporary members of staff. This meant that staff were better able to support young people;

- It was acknowledged that there were still some challenges in relation to assessments conducted and consistency.

The Portfolio Holder Assistant for Childrens' Health and Social Care addressed the Committee and reported that in her view the report was excellent and provided a good account of the issues in Harrow.

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

- How was radicalisation of young people being addressed?

This was a very important issue. The Council had a bespoke officer who dealt with this issue. Training was also provided to members of the Youth Offending Team. If anyone was suspected of being radicalised they were referred to the appropriate Panel who could signpost them to the relevant support networks and to gather soft intelligence. There was a comprehensive Council approach and the Youth Offending Team played an important role in delivering this broader strategy.

- The number of female youths committing crimes in Harrow appeared to be higher than the national average. Was this significant?

It was believed that more young females were becoming involved in gangs in Harrow. There would be a peer review taking place on gangs in Harrow and it was expected that this issue would be reviewed in more depth to understand the issues.

- How would the issues surrounding the core group of youths who committed crime be tackled? Was it a case of youths copying parents' behavior particularly where parents had been remanded in custody for offences?

The Council would utilise a re-offending toolkit which would provide up to date data which the Council could use to address these issues. It was a fair comment to say that re-offending involved complex issues and there were multiple factors which impacted upon this.

- The re-offending rates were going up although the cohort was going down. Did this indicate that the situation was getting worse?

Whilst the re-offending rate had increased the cohort had decreased. This meant that the data provided was disproportionate and had to be viewed in this context.

- How representative were the quotes which had been utilised about the Youth Offending Team in the Youth Justice Plan.

The quotes were reflective of random feedback obtained from the Council's partners and from young people. The quality of survey responses did differ. It was important to remember that it was difficult for young people to articulate their responses particularly when they had faced immense challenges.

- Did the report reflect how self-aware the Council was on this issue?

It was believed that the Council was very self-aware of its performance in this area. Whilst the Council was not perfect the Youth Offending Services Team had improved considerably although it was recognised that there would still be challenges in the future.

- What was the relationship between the Youth Offending Team and the Youth Offending Management Board?

The Youth Offending Management Team was made up of managers and deputy managers. This Team was accountable to the Youth Offending Management Board who reported to the Youth Justice Board. The Youth Justice Board was a national organisation overseeing all Youth Offending Management Teams across the country.

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

That the Harrow Youth Offending Partnership Youth Justice Plan 2015-2018 be approved.

Background Documents:

None

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