

# HARROW YOUTH OFFENDING PARTNERSHIP

## YOUTH JUSTICE PLAN 2013-14

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### **Our Vision**

**Harrow YOS (Youth Offending Service) aims to be an efficient, high performing and cost effective service that helps to protect the public, prevent crime and antisocial behaviour committed by young people with the overarching aim being to improve the life chances of children and young people.**

**We are a multi-disciplinary team that works collaboratively with a range of partners. We work with young people aged 10 - 17 at a number of key stages: from being at risk of involvement in crime or antisocial behaviour to arrest, post custody and all stages in between.**

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## 1. Overview

### **HARROW YOUTH OFFENDING PARTNERSHIP YOUTH JUSTICE PLAN 2013 – 14**

Multi- Agency Youth Offending Teams (YOT) were set up in 2000 following the 1998 Crime and Disorder Act (S38) 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 defines statutory partners with the local authority as the Police, Probation and Health. The Youth Justice Board expects the YOT to perform against three indicators and monitors direction of travel on each:

- **Reduction in the number of first time entrants to the Youth Justice System**
- **Reduction in re-offending**
- **Reduction in the use of custody**

There is a requirement that each local authority produces an annual Youth Justice Plan.

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 collaborative working. The Harrow Youth Offending Team is therefore part of Children's Services which enables the focus on the 'child's journey' and effective partnership working with safeguarding and looked after children teams. The YOT is therefore represented throughout childrens' services strategic and operational groups (appendix 1) and influences strategic planning for children and young people who offend or are at risk of offending.

The governance of the YOT is through line management accountability to the Corporate Director of Children's Services and therefore Harrow's Chief Executive, and the Harrow YOT Management Board, which is accountable to the Safer Harrow Partnership Group.

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 YOT statutory partners and other stakeholders.
- Efficient deployment of resources to deliver effective youth justice services to prevent offending and re-offending by children and young people.

## **The key priorities for 2012/13 included:**

- Management oversight
- Quality of assessments
- Development of the Risk Management Panel
- Workforce planning

The creation of the YOT Improvement Board in January 2012 provided the framework for the implementation of the improvement plan that responded to the concerns highlighted in the YOT Inspection report November 2011. The local authority through the YOT Management Board embarked on a programme of change including:

- Structural Review of the YOT leading to increased capacity created through the appointment of an additional senior practitioner and case manager
- A rigorous quality assurance framework aimed at identifying and responding to gaps
- Reduced case loads to enable raised standards of practice, greater engagement and participation
- Targeted training and development plan aimed at improving standards of practice.
- A service manager responsible for the YOT and Children in Need aimed at developing improved partnership working between the YOT and other social care teams.

In April 2013 the Improvement Board was disbanded and the scrutiny of the YOT was taken over by the YOT Management Board.

During 2012/13 the YOT has undergone significant change including the recruitment of a permanent service and team manager together with the recruitment of additional staff to achieve improvements in performance delivery, reduction in offending and improved outcomes.

Key challenges in the last year have included:

- Creating a stable, experienced and motivated workforce
- Raising the timeliness and quality of assessments including improved risk assessments
- Equipping staff with the skills to deliver high quality assessments through targeted training
- Increased management capacity leading to improvements in management oversight
- Manageable caseloads in response to the management of complex and prolific young offenders needing a higher level of intervention

There are strong links with housing through the continued appointment of a resettlement officer to tackle the cycle between offending and homelessness. At the end of quarter 4 2012/13 there were a total of 33 young people with interventions ending, 32 (97%) of which were classed as being in suitable accommodation. Having a dedicated resettlement worker allows the YOT to focus on providing a seamless transition between those leaving custody and entering the community element of their order. The role consists of an element of support and a familiar face to the young person whilst in custody including monthly visits to the custodial facility. This has also included support post release including young people being met on release and being supported to return to the community.

A full-time substance misuse worker has provided the necessary expertise in assessing young people where there is an identified need or suspected use of illicit substances. The overall aim is to tackle the link between drug misuse and offending and poor health. All young people are screened and those requiring an assessment are assessed within 5 working days. Out of 110 interventions started during 12/13, 72 received a substance misuse intervention.

The Triage brings the expertise of Children's Services to the custody suite working to reduce serious youth crime. The aims of the Triage have included:

- Early identification of risk
- Swift and effective interventions at the earliest opportunity
- Diverting young people committing low gravity offences away from the Criminal Justice System into effective interventions
- Collaborative decision making at time of arrest.

The intervention process in the Triage involves victims and ensures that the young person considers the full implications of their actions and makes some form of reparation. Triage interventions will last for a period of either three or six months depending on the gravity of each offence. The types of Triage interventions include:

- Restorative Justice
- Weekly one to one sessions
- Specialist assessment and referrals to: mental health, substance misuse and safeguarding
- Group mediation sessions
- Education guidance

Rates of Young Offenders in Education Training and Employment (ETE) at the end of their intervention have dropped slightly from 67.7% in 2011-12 to 65.6% in 2012-13. This figure is based on local Q4 returns for 2012/13 and falls short of Harrow's target of 75%. However, the national average is 65% and London is 66.8%, At the end of Q4 2012/13, an analysis into the ETE status of all currently open cases was undertaken. The results compare differently to the indicator above, which only includes cases closed in the period rather than currently open cases. The analysis showed that for those of statutory school age (10-16), 77.8% were engaged in ETE for 25+ hours, with only 8.3% not involved in ETE at all. For those of non-statutory school age (17-18), 71.4% were involved in ETE for 16+ hours, with 22.9% not involved in ETE at all. This is an area that will continue to receive a high level of scrutiny to improve the current position. Out of 44 young people open to YOT aged 10-16, 8 had a Statement of Special Educational Needs. (18.2%). The YOT education worker

ensures case managers are aware and receive statements, as well as working alongside schools to ensure needs are supported and plans to manage any statements are shared and reflected across YOT intervention plans.

Since April 2013 the YOT has received 6 Youth Conditional Cautions. All MG3 (police notifications) screenings involve the Triage, YOT and Police to ensure informed decisions are made as to whether the Young person should receive a caution or conditional caution. Compliance with National Standards is now being monitored through performance reports.

There are a total of 27 out of 99 cases that are open to Social Care (27.2%), 11 of which are LAC, and 16 of which are CIN. 5 of the 27 are subject to CP plans. There is a children looked after youth offending reduction strategy aimed at effective partnership working between the YOT and children looked after teams to reduce and prevent CLA offending behaviour. All looked after children who become involved with the criminal justice system are reviewed at the monthly risk management panel. Targeted interventions are led by the YOT and CLA staff working together including undertaking joint visits. The YOT team manager attends monthly CLA management meetings.

All staff have been trained in Restorative Justice Conference facilitation skills, and two staff members are trained to deliver the training to other professionals. This will increase the use of restorative justice (RJ), in particular within care homes where criminal damage offences often can lead to further court appearances for young people that result in conviction.

During 2012-13 we had a total of 198 individuals on interventions with the YOT, some had multiple interventions within the year. 24 (12.1%) were female and 174 (87.9%) were male. The Harrow Vulnerable Young People Panel discusses in particular females in the Youth Justice System who are at risk of Sexual Exploitation, Gangs and the YOT are looking to develop specific interventions for young females in the Youth Justice System.

During 2012 / 13, the YOT embarked on an intensive training and development plan aimed at equipping frontline staff and managers with the knowledge, skills and expertise required to raise the quality of assessments and management oversight through regular and robust quality assurance. The training also included Assessment, Planning, Intervention and Supervision skills and a two-day training course 'Psychological Intervention' Skills that consisted of understanding the importance of delivery of interventions and engagement of young people. All case managers are now equipped to use the structural assessment tool. There have been clear signs of improvements in the quality of assessments. The use of the YJB quality assurance (QA) tool has also provided managers with the framework to consistently QA assessments. There has been good progress made in this area that now needs to be imbedded. Management oversight has been a consistent theme in recent inspections of YOTs and continues to be an area needing significant attention. The recent training and additional management support will ensure there is 'good' management oversight of all casework. The focus will now be on effective evidence based interventions which achieve the desired outcomes. A review of all available interventions will take place to ensure appropriate interventions are available to target a core group of young people who continue to re-offend, as well as closer work with the Early Intervention Service to assist in the early identification of those at risk of offending. This will also consider sharing interventions across neighboring boroughs such as Barnet, whilst ensuring bespoke programmes of support are available to meet the needs of individual boroughs.

The structure of the YOT is also currently under review, as the objective is to ensure that there is an increased number of case managers and a fit for purpose structure which is integral to the smooth delivery of the aims of the youth justice plan. This will also re-align the service to ensure there is capacity to deal with key changes in recent legislation, including the transfer of the remand budget to Local Authority.

## 1. Structures and Governance

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

The Borough Commander and Chief Executive jointly chair Safer Harrow, the local Crime and Disorder Reduction Partnership. This partnership takes a strategic approach to Crime and Disorder issues within Harrow. Membership of Safer Harrow consists of the following statutory partners:

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

The YOT Management Board oversees the work of the Youth Offending Team. A comprehensive terms of reference provides the framework to ensure good governance arrangements. The Divisional Director chairs the YOT Management Board with lead responsibility for quality assurance to ensure robust challenge and scrutiny. The Management Board is responsible for the production and delivery of the Youth Justice Plan.

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



The positioning of the YOT, with governance and accountability through Safer Harrow and line management within Children's Services enables the YOT to meet its dual strategic functions relating to both justice and welfare. The chair of the YOT Management Board also sits on Harrow's safeguarding Board which provides a clear link between the issues which may crossover between the two. The chair of the board has reviewed the work of the YOT and the board continues to provide appropriate challenge and scrutiny.

## 2. Partnership Arrangements

**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.**

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

In achieving the Commissioner's vision of Total Policing with efficiency savings, the Metropolitan Police is examining all areas of business to look at how things can be done better, smarter and deliver real crime reduction. As part of this vision, Harrow Borough is examining its youth engagement strategy for both enforcement and intervention work. We recognise the complexity of youth crime and the multi faceted reasons why young people commit crime and that often there are complicated and complex social, family, education and health issues which all play a significant part. In addition, Harrow Borough recognises the emerging existence of a gangs culture among some of its youth and the correlation between gang culture and levels of violence, although numbers and membership of gangs is less prevalent than many London boroughs. We aim to continue to have low levels of gang activity and where it is identified to problem solve in a multi agency way to identify those at most risk, engage and divert away from crime. The gangs strategy is being developed as part of our Families First programme and will include working closely with the YOT.

Core to the Harrow Police strategy is joint working with Harrow's YOT. This relationship is crucial in our joint efforts to reduce crime. Resource levels have remained consistent with a good commitment from the Police and this year we have 1.5 FTE police officers working in the YOT which represents a 0.5 increase in capacity.

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. The chair of the Youth Court Panel attendance at the YOT Board has been most helpful in ensuring a solution-focused approach to raising standards.

The Triage and prevention operations such as Preventing Violent Extremism and mentoring sit outside of the YOT within the Early Intervention Service. The approach has continued to be successful in reducing first time entrants and in particular the very low re-offending rate of young people subject to Triage. The YOT and EIS are closely linked with shared education and careers staff, prioritizing

of young offenders in the Families First strategy as well as being co-located. There is a dedicated representative at Early Intervention Panel from the YOT.

There are strong links with Probation that involves a full-time YOT probation officer for specialized work such as taking lead on MAPPA, transitions from YOT to Probation, and being a key role in the Integrated Offender Management scheme. This post focuses on young offenders aged 18 to 21 and having a dedicated post is a new development within Probation.

A range of commissioned agencies accessible to the YOT, will provide constructive, positive activities for young people.

One of the key agencies worked within Harrow is the Early Intervention Service. Due to the close working partnership the YOT are 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 YOT have accessed continued support for young people via the mentoring service, V talent inspired programme, 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 YOT ensures there is a whole family approach as oppose to a primary child focus approach. This also ensures early detection for those at risk of offending ensuring that provision can be put in place where needed prior to entering the youth justice system.

The YOT ran Summer Arts College for three weeks. An art based programme, where 9 young people within YOT received a Bronze Arts awards. The college took place at Cedars Youth and Community Centre and young people were also introduced to activities that are run by the centre, with a view that they would have continued engagement in activities on offer. Figures show that in the year since the launch of the centre, which is operated by Watford FC's Community Sports and Education Trust, overall crime was down 25% compared to the previous year. Anti-social behaviour dropped by 37.5% and there was a reduction in street litter of 33.6% per cent in the surrounding area. To provide an appropriate learning environment will assist in long term engagement in centres as such as well as providing constructive engagement.

YOT have recently reviewed its parenting provision, and agreed a change in service delivery. Parenting provision is now provided by the early intervention service. There are three strands to this provision, the first being a consultation process and assessment for those at Pre-Sentence Report stage where a statutory parenting provision is being considered. An assessment will take place by an EIS parenting worker ideally prior to the PSR going to court and a package of support will be offered through group work. The second strand will offer bespoke 1-2-1 provision for those who are unable to cope / manage in a group setting, the third element of support will consist of training and information for YOT staff. This will enable YOT Workers to better engage with young offenders and their parents, ultimately reducing breaches and increasing compliance by addressing common barriers to compliance such as parental collusion and developing shared goals.

We have undertaken two recruitment rounds for the health (child and adolescent mental health) worker post and have been unsuccessful. We are in discussion with our Camhs colleagues about using the money on a short term basis to get some mental health . emotional well-being capacity into the team for the young people.

### 3. Resourcing and Value for Money

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

In previous years Harrow's Youth Offending Team has been resourced by contributions from statutory partners, the Youth Justice Board and some additional grant funding.

In previous years, statutory partners have also been contributing through deployment or secondment of key personnel. At present there is no expectation that statutory agencies will reduce the secondment of staff into the YOT, and we are grateful to them for continuing to prioritize this work.

In addition to these seconded staff, the YOT has been able to call upon the expertise of a range of skilled professionals, most of who are directly employed by the Local Authority. Other key skills are commissioned from the voluntary sector as recommended by the Youth Justice Board. The third sector agency currently commissioned to provide services directly to the YOT includes the substance misuse provision. A review of all commissioned services led to some changes in order to improve service delivery and has included all parenting assessments being provided through the local authority in-house parenting provision with the added strength of having a flexible and bespoke service.

In 2012-13 Harrow had an offence rate of 9.9 per 1,000 population (where population is based on 10-17 age group), compared with 15.2 in 2011/12 and 16.9 in 2010/11. Harrow's 2012-13 figure is lower than the YOT family average of 12.1 and the national average of 17.8.

**Table 1 Financial Resource**

<b>Funding Stream</b>	<b>Type</b>	<b>2012-13 Cash</b>	<b>2012-13 in kind</b>	<b>2012-13 Total</b>	<b>2012-13 % of total YOT budget</b>	<b>2013-14 cash</b>	<b>2013-14 in kind</b>	<b>2013-14 total</b>	<b>2013-14 % of total YOT budget total</b>	<b>% Change Increase/ Decrease</b>
Youth Justice Board	Total grant (All previous ring fenced grants now combined in Youth Justice Grant)	307,282		307,282	23%	280,241		280,241	22.06%	-8.80%
Probation	Statutory support		50,000	50,000	3.80%		50,000	50,000	3.70%	0%
Police	Statutory support	22,000	44,231	66,231	4.90%		66,231	66,231	4%	0%
Health	Statutory support	10,000	0	10,000	0.80%					-0.80%
	CAHMS		10,000	10,000	0.80%		10,000	10,000	0.75%	0%
	Unitas	4,000		4,000	0.30%				0.30%	-0.30%
Drug Action Team(MOPAC)	Grant		20,000	20,000	1.50%					
						38,894		38,894	2.92%	
Local Authority	Main Budget	483,538		474,012	35.86%	495,731		504,658	37.94%	6.07%
Local Authority	Support Services cost	380,115		380,115	28.60%	380,115		380,115	28.57%	0.02%
<b>Total</b>		<b>1,206,935</b>	<b>124,231</b>	<b>1,321,640</b>	<b>100%</b>	<b>1,194,981</b>	<b>126,231</b>	<b>1,330,139</b>	<b>100%</b>	<b>-4%</b>

**Table 2 - Human Resources (as at 15<sup>th</sup> July 2013)**

<b>Post Title</b>	<b>No of posts</b>	<b>No filled</b>	<b>Source/Employer</b>	<b>Hours</b>	<b>Ethnicity</b>	<b>Gender</b>
YOT Service Manager	1	1	Local Authority	FTE	A	F
YOT Team Manager	1	1	Local Authority	FTE	A	F
YOT Senior Practitioner	1	2	Local Authority	FTE	A	M
	1		Locum		B	F
Case worker	3	3	Local Authority	FTE	W	F
				FTE	B	F
		2 additional	Locum X 2	FTE	A	M
				FTE	B	M
Probation officer	1	1	Probation	FTE	W	M
ISS Co-coordinator	1	1	Locum	FTE	B	M
Referral panel coordinator	1	1	Local Authority	FTE	W	F
Parenting	1	1	Commissioned – Early Intervention Service – LA	FTE	A	F
Reparation worker	1 0.5 post	1 Vacant	Local Authority	1 0.5	W	M
Housing worker	1	1	Local Authority	0.6	W	M
Police officer	2	2	Police	FTE FTE	A A	F M
Substance misuse worker	1	1	Voluntary Sector – commissioned	P/T	W	F
Performance officer	1	1	Local Authority	FTE	W	F
Admin support	2	2	Local Authority	1 0.5 0.5	W B A	F F F
<b>TOTAL</b>	<b>18</b>	<b>21</b>				

In addition to paid employees, the YOT has over 30 volunteers and sessional staff. We currently have 5 volunteers undertaking referral order work and will be seeking to increase our pool of volunteers this year as a priority. These individuals make a substantial contribution to the work of the YOT through a range of activities including:

- Supervision of young people on ISS orders during evenings and at weekends
- Membership of community panels for referral orders
- Appropriate adult work in police stations and elsewhere
- Mothers Against Gangs

## 4. Risks to future delivery

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

### Resources

There was a further reduction in the YJB grant while in the year moving forward the Local authority has put in place additional funding to ensure service improvements. Continued pressure placed on the wider funding streams from central government mean that this will need to be kept under review.

### Capacity

#### **Young people committing crime**

Overall youth crime has shown a significant decrease in 2012 -13 compared to previous years. This is reflected in the numbers of offences taking place, the numbers of individuals committing crime and the numbers of youth disposals granted.

Total offences have fallen to 240 in 2012-13. Between 2010-11 and 2011-12 there was a 10.0% decrease from 410 to 369. Between 2011-12 and 2012-13 there was a further decrease of 35.0% from 369 to 240.

The total number of young people who have been found guilty of a crime has fallen overall in the last 3 years. In 2010/11 this was 162 individuals, rising to 174 in 2011/12, which represents a small increase of 7.4%. In 2012/13, this figure fell to 111, a significant decrease of 36.2%.

Total disposals granted in the year show a 38% decrease from 265 in 2011/12 to 165 in 2012/13.

## **First Time Entrants**

During the last 3 years there has been a decrease in the number of first time entrants to the criminal justice system in Harrow, reflecting national trends. In total Harrow had 330 first time entrants during 2012 this is down from 527 in 2011 and 730 in 2010. The comparable rate is number of first time entrants per 100,000 population. Harrow's rate has decreased dramatically over the past 3 years from 730 in 2010 to 330 in 2012. The decrease in Harrow's first time entrants is reflective of what is happening nationally, although Harrow's figure of 330 comes in lower than the national average (585) and the YOT family average (440). Between 2011 and 2012 Harrow has seen a total decrease of 37.4%, compared to 25.7% nationally and 20.0% for the YOT family.

We are proud of the success of the early intervention work in the borough and a very effective Triage at point of arrest. This scheme applies to all young people arrested for the first time for a non-violent offence, and leads to a 3-month intervention programme under bail. Successful completion of the programme leads to the bail being concluded as no further action. In addition the introduction of cautions / youth conditional cautions has led to more robust intervention from YOT / Triage, which allows YOT / Triage to effectively engage young people in meaningful programmes structured to their needs.

In April 2012 - March 2013 the youth crime prevention triage team received 70 referrals. 57 agreed triage and of those 56 engaged and 1 disengaged. 2 refused intervention and 9 did not meet the criteria for Triage. From 56 worked with there was a success rate of 98.2% in rate of no re-offending in this period, 1 young person re-offended during this period.

## **Re-offending**

The YJB official re-offending statistics operate on a time lag with the latest available reporting period for Jul 10 – Jun 11 (young people who received a court/pre-court disposal or who were released from custody in the period and subsequently re-offended within a 12 month period).

The latest available figure for re-offending was 41.6% (99 re-offenders out of 238 offenders) compared to the previous year's figure of 30.9% (94 re-offenders out of 304 offenders) reflecting a 10.7% increase. Harrow's current re-offending figure of 41.6% is higher than the National figure of 36.0% and the YOT family figure of 35.8%.

The total number of offences committed by re-offenders was 272, which represents an average of 1.14 offences per offender in the cohort. Harrow's average offences have increased from 0.90 in the previous year and are currently higher than the National figure of 1.04 and the YOT family figure of 0.97. Reducing re-offending is a key priority for 2013-14.

## **Custodial sentences**

The actual number of young people in custody remains unchanged in the last 3 years with 17 in 2012-13, 16 in 2011-12 and 17 in 2010-11. However, given that total disposals have fallen, there has been an overall percentage increase in the number of young people

sentenced to custody, with 6.1% in 2010/11, 6.0% in 2011/12 and 10.3% in 12/13. The current rate per 100,000 is 0.70 for Harrow, this is higher than both the National average of 0.55 and the YOT family average of 0.52.

Harrow YOT has considered those young people who end up in custody due to persistent non-compliance. We have implemented breach compliance panels for all young people at the second missed appointment. This is chaired by a manager, and parents / carers / guardians are invited. The Panel discusses barriers to engagement and holds a meaningful conversation with the young person to establish the reasons for non-compliance. This earlier intervention should reduce numbers ending up in custody through non-compliance. In addition more creative packages are being considered, an example of which is splitting of tag times throughout the day to ensure courts are offered a more robust package that manages risk to the community.

### **Active interventions**

The table below shows the number of active interventions and number of young people having YOT interventions (some young people will be subject to more than one intervention within a period). The table excludes any parenting orders or interventions open for Pre Sentence Reports only.

	Caseload - Active interventions and number of young people by quarter								% change between Q4 2011/12 and Q4 2012/12
	2011/12 Q1	2011/12 Q2	2011/12 Q3	2011/12 Q4	2012/13 Q1	2012/13 Q2	2012/13 Q3	2012/13 Q4	
Number of interventions in period	180	178	196	188	180	173	145	138	-26.6%
Number of individuals worked with in period	148	140	148	155	149	138	116	113	-27.1%

Figures have decreased month by month from Q1 2012/13 onwards with 138 individuals in Q1, 138 in Q2, 116 in Q3 and 113 in Q4. In Q4 2012/13 there were 113 individuals being worked with, compared to 155 in the same quarter for the previous year. This represents a 27.1% decrease in the caseload.

The sharp decrease in the size of the caseload is to be expected given the falls in offences (35%), Disposals (38%), numbers of young people committing crime (36.2%), and first time entrants (37.4%). The figures may have been affected between Q2 and Q3 by data cleaning at the end of December 2012. There is also the possibility that the reduction in the use of final warning programs has partly contributed to the drop in figures. It is also important to highlight the young people remaining in the YOT are complex, assessed as having



higher risk and vulnerability including mental health and substance misuse difficulties, and more likely to be in breach of an order therefore taking up more intensive case management time.

### **Management**

A new management team is in place consisting of one service manager who also oversees Children In need Team, one team manager and one senior practitioner. An additional senior practitioner post has also been created to support and implement service delivery improvements, including the level of management oversight, which continues to be a priority area.

### **Partners**

The members of the Harrow Youth Justice partnership have all experienced reductions in resources in recent years. Recent feedback from our local court has been positive about Harrow's court presentation and reports and this year it is a priority to consolidate this improvement.

The impact of being in a court based further away means staff spend more time traveling which means time away from face to face contact. The YOT staff are continuing to build relationships with neighbouring YOTs that has provided the opportunity to revisit existing practice and policies and build and improve on court processes.

### **Changes to Harrow Demography**

The ethnicity profile of Harrow's school pupils reflects the general diversity changes within Harrow's population. Indian and White British pupils continue to be the largest ethnic groups in Harrow's schools as at January 2013. However, there has been a significant decrease in White British pupils from 28% in 2006 to 15.9% in 2013, and an increase in pupils from other Asian backgrounds from 13.1% in 2006 to 20.8%, followed by an increase in the other White backgrounds group from 4.2% in 2006 to 9.3% in 2013.

Less than half the children at Harrow schools speak English as a first language (40.8%) as at January 2013. However English along with Gujarati, Tamil and Somali continue to be the main languages spoken. In line with the changing ethnic groups Middle Eastern and Eastern European languages (particularly Romanian) are increasing yearly. It has an impact on the number of additional resources needed for young people in the youth justice system, in particular interpreting services.

## **5. Performance 2011-12**

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

<b>Indicators*</b>	<b>Harrow</b>	<b>London</b>	<b>YOT comparison group</b>	<b>England</b>
<b>First time offenders rate per 100,000 of 10-17 population</b>				
Jan 12 - Dec 12 (latest available data)	330	585	440	537
Jan 11 - Dec 11	527	787	787	712
<i>Percentage change from Baseline</i>	<i>-37.3%</i>	<i>-25.7%</i>	<i>-20.0%</i>	<i>-24.5%</i>
<b>Use of custody rate per 1,000 of 10 -17 population</b>				
Apr 12 - Mar 13 (latest period)	0.70	0.92	0.52	0.55
Apr 11 - Mar 12	0.66	1.61	0.85	0.82
<i>Change from Baseline</i>	<i>0.04</i>	<i>-0.68</i>	<i>-0.33</i>	<i>-0.27</i>
<b>Reoffending rates after 12 months</b>				
Frequency rate - Jul 10 - Jun 11 cohort (latest available data)	1.14	1.10	0.97	1.04
Frequency rate - Jul 09 - Jun 10 cohort	0.90	0.98	0.81	0.96
<i>Percentage change from Baseline</i>	<i>0.24</i>	<i>0.13</i>	<i>0.16</i>	<i>0.08</i>
Binary rate - Jul 10 - Jun 11 cohort (latest available data)	41.6%	40.4%	35.8%	36.0%
Binary rate - Jul 09 - Jun 10 cohort	30.9%	36.6%	32.0%	34.1%
<i>Percentage change from Baseline</i>	<i>10.7%</i>	<i>3.7%</i>	<i>3.8%</i>	<i>1.9%</i>

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

Harrow's YOT continues to have comparatively good results on these indicators but faces challenges to reduce reoffending which has both increased in recent years. Although our percentage rate for custody has gone up, absolute numbers have remained the same, which reflects the decrease in first time entrants. However it is clear that we are not having the same impact on reducing use of custody as we are on reducing first time entrants and this is therefore a priority for the year. As detailed above, an improvement plan is in place to address the performance issues identified in the Core Case inspection, with a focus on the quality and timeliness of work.

In April 2012 - March 2013 the youth crime prevention triage team received 70 referrals. 57 agreed triage and of those 56 engaged and 1 disengaged. 2 refused intervention and 9 did not meet the criteria for Triage. From 56 worked with there was a success rate of 98.2% in rate of no re-offending in this period, 1 young person re-offended during this period.

Regular performance monitoring is embedded within the YOT. Performance support and regular monthly and weekly reports have been put in place to ensure timeliness and compliance of key processes in line with national standards. A monthly scorecard has been developed to incorporate local and national indicators and is overseen by the YOT management board.

Weekly performance reports are also being generated to assist management and staff to plan for dates effectively and to assist staff in their own management of caseloads. In addition quality assurance is being completed via the YJB quality assurance tool that tracks improvements made with quality of reports. This is supported by the Assessment, Planning, Intervention and Supervision training which all staff have attended, that assists staff in completing assessments in a structured format ensuring the assessment is thorough and concise. The team has already seen improvements in this area, where some assessments have gone from adequate to good. Whilst there is further work to be undertaken the direction of travel is positive.

## 6. Key Challenges and Achievements

Key challenges and achievements in the last year have included:

- First Time Entrants decreased by 37.3%
- Reduction in overall offences (down by 35.0%) and numbers of young people committing offences (down by 36.2%)
- Improved management oversight
- Robust policies and procedures
- Increase in timeliness and quality of assessments
- Increased compliance with current national standards
- Increase in skilled workforce equipped to deliver robust intervention packages tailored to young people's risks and needs
- Developing a motivated workforce
- More evidence based interventions

Key Challenges going forward are based on our priorities set out below:

- Reduce re-offending rates

- Reduce use of custody for Harrow young people
- Improve quality of assessments
- Increase level and quality of management oversight
- Build an excellent workforce
- Increase young offenders in education, training and employment
- Develop wider range of effective interventions; share resources with other LA

We set out the actions currently being worked on to meet these priorities. The challenges which face the YOT partnership in meeting the above priorities include the continued need for quality improvement to be made in the casework, with closer and more intensive management and supervision to get the quality right. We know from recent independent auditing work that we have improved a grade in each of the three key judgement areas since our 2011 Inspection but we still have further work to do to get a 'good' score consistently. We are also working with a cohort of high needs young people who are more likely to re-offend, and we need to develop stronger use of group work, partnership working and volunteers to deliver an effective and less resource intensive YOT service.

## 7. Key Priorities for 2013 / 2014

In setting our key priorities for 2013/14 we have taken into account research that indicates that those young people who do offend do not grow out of crime as readily as was once believed. The success of the early intervention work undertaken through the Triage means that the YOT is working closely with a cohort of young offenders who are amongst the most 'prolific' and 'high risk' offenders requiring more intense and costly interventions.

In developing our plan we have taken into consideration key risk factors associated with youth crime:

- **Opportunity for crime**
- **Low parental supervision**
- **Poor educational attainment**
- **Persistent truancy**
- **Peer pressure and associating with other offenders**
- **Substance misuse**
- **Lack of victim empathy**
- **Gang involvement**

The location of the Harrow YOT within Children's Services creates an effective framework in which to address the factors identified above enabling collaborative and systemic partnership working between the YOT and other teams working with the same young people (schools, children in need and looked after children). The plan aims to address the youth justice board key requirements:

- Confronting young offenders with the consequences of their offending, for themselves and their family, their victims and the community and helping them to develop a sense of personal responsibility.
- Intervention that tackles the particular factors (personal, family, social, educational or health) that put the young person at risk of offending and which strengthens "protective factors".
- Punishment proportionate to the seriousness and persistence of offending.
- Encouraging reparation to victims by young offenders.
- Reinforcing the responsibilities of parents.

Particular attention will be paid to reviewing the Youth Offending Team services to achieve a highly skilled and needs led service including greater use of restorative justice and an emphasis on achieving meaningful engagement with young people.

Amongst our priorities is to ensure staff are supported, managed effectively and developed. This includes regular supervision that offers robust management oversight and identifies training and development needs as well as completing Appraisals; regular team meetings that will assist in the team working together to drive up standards of improvement and be accountable as a team. In addition to this opportunities are created for staff to be reflective in their practice and be open to challenges and share good practice by way of group supervision and peer support.

### **Summary of our priorities for 2013/14:**

- **Reduce re-offending rates**
- **Reduce use of custody for Harrow young people**
- **Improve quality of assessments**
- **Increase level and quality of management oversight**
- **Build an excellent workforce**
- **Increase young offenders in education, training and employment**
- **Develop wider range of effective interventions; share resources with other LA**

PRIORITY	ACTIONS	LEAD OFFICER	TIMESCALES	EXPECTED OUTCOMES
<p><b>Reduce re-offending rates</b></p> <p>BASELINE - Latest re-offending rate for Harrow is 41.6% of cohort re-offending within 12 months.</p> <p>TARGET - In line with our statistical neighbour average of 35.8%.</p>	<p>To develop the bike project further.</p> <p>To identify appropriate victims via victim liaison officer</p>	<p>Reparation officer and Senior practitioner</p>	<p>Working agreement with local police to deliver action by October 31<sup>st</sup> 2013.</p>	<p>Increased reparation and victim awareness for young people subject to court orders.</p>
	<p>Review of Reparation interventions to enable improved service delivery and an outcome focused approach.</p> <p>To identify suitable projects outside of core education hours</p> <p>To make links with local community projects to assist in facilitating meaningful reparation projects linked to offences committed</p>	<p>Team Manager and Senior Practitioner</p>	<p>September 30<sup>th</sup> 2013</p>	<p>Meaningful reparation will reduce the risk of re-offending through increased understanding of victim impact.</p>

	<p>To identify direct victims at the earliest opportunity and offer restorative solutions.</p>	<p>Team Manager</p>		
	<p>To identify and analyse offending behaviour patterns across Harrow young people</p>	<p>Team Manager</p>	<p>September 30<sup>th</sup> 2013</p>	<p>Understand trends in the borough which will lead to identification of gaps in service provision.</p>
	<p>To develop needs led groupwork and 1-1 sessions with young people which target offending patterns / trends within the borough</p>	<p>Team Manager</p>	<p>November 30<sup>th</sup> 2013</p>	<p>Targeted provision to address offending patterns amongst young people of Harrow.</p>
	<p>Ensure that any appropriate referrals are identified by case managers and/or line supervisors as part of monthly supervision – This may include the siblings of any current cases known to the YOT.</p>	<p>Senior Practitioner</p>	<p>Ongoing</p>	<p>The early identification of siblings at risk of offending to reduce the number of First Time entrants</p>
	<p>EIS meetings to be attended by YOT Team Manager or Senior Practitioner.</p>	<p>Senior Practitioner</p>	<p>Ongoing</p>	<p>Full assessment of any non-convicted behaviours to assist in identifying triggers and patterns of offending</p>
	<p>YOT to continue to</p>	<p>Team Manager</p>	<p>Ongoing</p>	<p>Prevent an increase in the number of gangs in Harrow</p>

	<p>attend YJB Gangs forum</p> <p>YOT to feed into wider Harrow gangs strategy</p>	Team Manager		
<p><b>Reduce use of custody</b></p> <p>BASELINE - Custody rates for 12/13 were 0.70 per 1,000 population. This equates to a total of 17 individual custodial sentences during 12/13.</p> <p>TARGET – Reduce in line with the statistical neighbour average of 0.52. Approx 13 custodial sentences.</p>	<p>To increase confidence in court service delivery by way of court training for all staff, feedback forms for Magistrates re: reports and presentation of court reports</p> <p>Introduction of Breach Compliance panels for all young people at point of 2<sup>nd</sup> warning to understand what if any are the barriers to compliance.</p> <p>To ensure creative and innovative bail packages are put forward including increased use of</p>	<p>Senior Practitioner</p> <p>Team Manager</p> <p>Team Manager</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Effective partnership approach which works to ensure balance of public protection and welfare of children in the criminal justice system.</p> <p>To reduce the number of young people in custody due to breach.</p> <p>To reduce the number of young people in custody on remand.</p>



	<p>exclusion zones, varied curfew hours split during peak offending times.</p> <p>Ensure all young people who are subject to an all options report receive an Intensive Supervision and Surveillance assessment. If deemed not suitable to be reflected in Pre-Sentence Report and if suitable to ensure a scheduled timetable of activities is sent with Pre-Sentence Report</p> <p>YOT staff to attend Access to Resources Panel where applicable for young people known to YOT.</p> <p>To identify suitable resources within the community for parents of young people involved in serious youth violence by utilising mothers against gangs initiative. (MAG)</p>	<p>Team Manager</p> <p>Team Manager</p> <p>Senior Practitioner</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>To reduce the number of young people in custody by offering planned alternative to custody programmes.</p> <p>Effective partnership approach to ensure all community package options are explored ensure balance of public protection and welfare of children in the criminal justice system.</p> <p>Improved parenting skills for those with children involved in the youth justice system leading to supportive family relationships and reduction in antisocial behaviour.</p>
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<p><b>Improve quality of assessments</b></p> <p>Progress will be measured through case file audits.</p>	<p>To ensure all assessments are completed in "APIS" (Assessment, Planning, Intervention &amp; Supervision) format as per training delivered to staff in January 2013.</p>	<p>Team Manager</p>	<p>Ongoing</p>	<p>All staff will have an individual training needs analysis and plan to achieve better quality assessments and interventions.</p>
	<p>To ensure all initial Assets are quality assured via the YJB Quality assurance tool</p>	<p>Team Manager</p>	<p>Ongoing</p>	<p>Assets to demonstrate an overall Good / Outstanding average across the team</p>
	<p>Increase use of 'What do you think' forms.</p>	<p>Team Manager</p>	<p>Ongoing</p>	<p>Improve young person participation and engagement</p>
	<p>Quarterly focus groups to be set up for young people on a range of Orders from Referral Orders to ISS</p>	<p>Senior Practitioner</p>	<p>November 2013</p>	<p>Young peoples led service</p>
<p><b>Increase level and quality of management oversight</b></p> <p>Quality of management oversight will be measure through case file audits.</p> <p>BASELINE</p>	<p>Managers to receive weekly performance reports and ensure oversight is given to those with due dates, ensuring dates are booked in within timescales.</p>	<p>Team Manager</p>	<p>Ongoing</p>	<p>Timely delivery of assessments through to intervention for young people and families.</p> <p>Increased</p>

<p>Assessment Timescale (89%) ROSH Oversight (62%) RMP and VMP Oversight (97%)</p>	<p>Continued reporting on a monthly basis to YOT management Board on performance including management oversight</p>	<p>Team Manager / YOT Analyst</p>	<p>Ongoing</p>	<p>management oversight leading to better quality work.</p>
<p>TARGETS Assessment Timescale (95%) ROSH Oversight (80%) RMP and VMP Oversight (95%)</p>	<p>Bi Monthly auditing of supervision files to ensure performance issues and oversight is appropriately addressed and documented.</p>	<p>Team Manager</p>	<p>To commence in August 2013</p>	<p>Increased management oversight leading to early identification of training / performance needs within staff team.</p>
	<p>Management oversight/instruction following case allocation to include direction for case managers to complete a home visit as part of initial assessment</p>	<p>Team Manager</p>	<p>Ongoing</p>	<p>Additional risk and safeguarding concerns identified in regards to siblings in the home.</p>
	<p>Every young person to be visited on a minimum of a monthly basis at home.</p>	<p>Team Manager</p>	<p>Ongoing</p>	<p>Case managers to have a holistic approach in their work moving from a primary child focused approach to a whole family approach</p>
	<p>Staff observations to be completed with all staff across the service. This will include observations of:</p>	<p>Team Manager , Senior Practitioner</p>	<p>2 observations to be completed monthly</p>	<p>Professional and consistent standards being delivered to all those who access the service.</p>

	<p>Assessment meetings  Intervention sessions  Home visits  Panel Meetings</p>			
<p><b>Build an excellent workforce</b></p>	<p>To recruit and train volunteers of Harrow as panel members for referral orders</p>	<p>Team Manager</p>	<p>October 31<sup>st</sup> 2013</p>	<p>To have panel members who are reflective of Harrow's diverse community which will increase participation and engagement of orders.</p>
	<p>Expected professional standards to be outlined in supervision, l pads and team meetings</p>	<p>Team Manager</p>	<p>Ongoing</p>	<p>To have a highly professional team committed to achieving outstanding outcomes for children and young people whilst ensuring greater accountability and challenge is customary.</p>
	<p>To ensure clear targets and action plans are set for those not performing to expected standard.</p>	<p>Team Manager</p>	<p>Ongoing</p>	
	<p>To create "champions in specific area's such as risk, welfare, group work, service user input.</p>	<p>Team Manager</p>	<p>September 2013</p>	
	<p>Trained facilitators in YOT to deliver RJ to all staff across Children's services and to</p>	<p>Senior Practitioner</p>	<p>November 2013</p>	<p>Meaningful engagement with young person and increased understanding of victim impact</p>

	<p>volunteers</p> <p>To incorporate RJ conference where applicable as part of referral order contracts.</p> <p>Group supervision to be lead by CAMHS Practitioner to provide oversight of case discussions using psychological interventions training/CBT principles</p>	<p>Senior Practitioner</p> <p>Senior Practitioner</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Reflective and insightful practitioners with shared knowledge of cases</p>
<p><b>Increase young offenders in education, training and employment</b></p> <p>BASELINE – During 2012/13 74% of Harrow young offenders in ETE at the end of order. Statistical neighbour average is 68%</p> <p>TARGET – 80%.</p>	<p>To continue to monitor cohort of young people who are NEET to identify trends / patterns and difficulties in accessing education provision</p> <p>To increase use of education requirement as part of sentencing proposal where appropriate.</p> <p>To ensure there are SLA's between all schools and colleges and YOT to ensure clear lines of communication for young people who</p>	<p>Team Manager</p> <p>Senior Practitioner</p> <p>Senior Practitioner / Service Manager</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Increased number of EET young people</p>

	<p>are at risk of losing education placement due to possible conviction</p> <p>To ensure YOT meet the health, education and housing needs of young people in the youth Justice System.</p>	Team Manager	August 30 <sup>th</sup> 2013	Improved health and resettlement provision for young people
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## Appendix 1

### Strategic and Operational links

- **Targeted Senior Management:** The Harrow YOT is located within Targeted Children's services. The service manager for the YOT also has responsibility for the children in need teams. The Service Manager for the YOT attends the strategic management meetings for Targeted Services and is able to influence the direction of strategic planning for children and young people who offend. This has also led to closer links being forged with education.
- **Safer Harrow Board:** the Borough Commander chairs Safer Harrow. There is representation from key partners on the board including the service manager for Community Safety. The service manager for the YOT attends Safer Harrow to provide regular updates and to participate in decision making regarding youth offending in the borough.
- **The Access to Resource Panel (ARP)** is chaired by the Divisional Director, Targeted Services and is the decision making forum and resource allocation for 'high risk' and 'vulnerable' children and young people. The attendance and contribution of the YOT team manager when children and young people known to the YOT are discussed takes into account offending behaviour, risk assessments and vulnerability together with compliance with court orders.
- **Children Looked after Team (CLA) Management Meeting:** The YOT team manager attends on a monthly basis to enable a coordinated approach to planning and effective risk management in regards to children known to the YOT and the Children Looked After teams.
- **Children in Need Team (CIN) Management Meeting:** The YOT and Child In Need report to the same service manager. This has led to good partnership working between the two teams and a joined up approach when dealing with young people known to both teams. The YOT team manager attends the CIN Management Meeting on a monthly basis.
- **The Courts:** The Chair of the Youth Court Panel sits on the Harrow YOT Management Board and the YOT Team Manager attends the Youth Court Panel Meetings and the Court User Group. The purpose being to develop closer links with the courts and have greater influence on Courts regarding sentencing.
- **MAPPA:** The purpose of MAPPA is the exchange of information and intelligence and an agreed course of action in order to manage the risk posed by serious violent and sexual offenders. Harrow YOT refer cases to MAPPA and have recently revised their protocol with probation which looks at who has overarching responsibility of MAPPA referrals whilst ensuring a seamless process of management of such cases without duplication. To ensure referrals are appropriate MAPPA lead from Harrow Probation services sits on the Risk and Vulnerability Management Panels for the YOT and can assist in ensuring cases are screened appropriately.

- **Risk & Vulnerability Management Panel:** The chair of the risk panel is rotated between senior officers of police, probation and YOT / CIN service Manager. The purpose of which is to discuss high risk and high vulnerability cases which are reviewed by senior managers. YOT case worker and social worker (where applicable) attend to present case to senior managers. A risk management plan and a vulnerability management plan are discussed and agreed with senior representatives from partner agencies.
- **Gangs Forum:** Harrow YOT has formed close links with other London YOTS in a wider gangs strategy. This has included representation at forums held in Feltham YOI, as well as other YOTs. In addition Harrow YOT refers mothers to actively seek support from initiatives in the borough such as Mothers Against Gangs. This is done jointly with YOT police officer and can be continued support for the parent post court order.
- **Interactions with Triage:** In order to manage the new out of court disposals, Youth Cautions and Youth Conditional Cautions, Harrow YOT hold two meetings a week consisting of police, Triage and YOT. Here the most appropriate course of out of court disposal is decided in a multi agency setting. Prior to the meeting information is collated from both the YOT system and the triage system which allows for a more detailed insight into the young person and their family.



**APPENDIX 2**  
**HARROW YOUTH OFFENDING TEAM**  
**MANAGEMENT BOARD**

**TERMS OF REFERENCE**

**1. Introduction**

The Youth Offending Team Management Board provides the governance arrangements for the YOT and provides the terms of reference upon which the parties agree to abide. The YOT Management Board is responsible for ensuring that the principle aim of preventing offending by children and young people is promoted and that the work of the Youth Offending Team is focused on achieving targets set by the Youth Justice Board and that the Youth Offending Team works to National Standards that are aimed at achieving better outcomes for children and young people who come to the attention of the youth justice system.

The Crime and Disorder Act 1998 (Section 37 and 39(1)) placed a duty on local authorities and key partners (police, probation and health) to cooperate to establish a multi-agency youth offending team. Other key legislation relevant to this partnership agreement includes The Children Act 1989, in particular Schedule 2, paragraph 7, to: Discourage children and young people within their area from committing offences; take reasonable steps designed to reduce the need to bring criminal proceedings against children and young people in their area; Avoid the need for children within their area to be placed in secure accommodation.

There are many different local arrangements that achieve appropriate governance and oversight of youth justice services, but evidence suggests that it is most likely where there is a clearly identifiable governance body/board with responsibility for local oversight and leadership of youth justice services which bridges the criminal justice system, community safety and children's services sectors to ensure an integrated approach to youth crime prevention, offending and re-offending.

To be effective, experience indicates that this board needs to be assigned a range of functions and have members of appropriate seniority to allow it to:

- Set the strategic direction of relevant services;
- Steer delivery;
- Provide and commit sufficient resource including secondments from statutory partners; and
- Oversee performance of the whole youth justice system locally.

This board is likely to be most effective where it is seen as the lead governance body for the local youth justice system and not simply as youth offending team (YOT) management board. It therefore has oversight of performance against the key outcome indicators, no matter how they are delivered locally:

- To reduce re-offending;
- To reduce first time entrants into the youth justice system; and
- To reduce the use of custody

An effective board has the following characteristics:

- All named statutory services are represented with other key delivery agencies and stakeholders represented or able to make representation;
- It meets at least quarterly with a continuity of board membership and regular attendance;
- Individual members are inducted into the role, are able to act as local 'champions' for youth justice and have lead responsibility for key areas of activity;
- The views of service users, victims of crime and the wider community are actively sought and considered;
- The YOT manager/head of service is able to act at a strategic level across the local authority and partner agencies; and

## **2. The Role and Responsibilities of the Youth Offending Service Management Board**

- 2.1. The primary duty to ensure a YOT, and appropriate youth justice services, are in place rests with the local authority.
- 2.2. The YOS Management Board is directly responsible for:
- 2.3. Determine how the youth offending team(s) is to be composed and funded, how it is to operate and what functions it is to carry out;
- 2.4. Determine how appropriate youth justice services are to be provided and funded;
- 2.5. Oversee the formulation each year of a draft youth justice plan;
- 2.6. Oversee the appointment or designation of a youth offending team manager; and
- 2.7. Agree measurable objectives linked to key performance indicators as part of the youth justice plan
- 2.8. Delivering the principle aim of reducing offending and re-offending
- 2.9. Ensures the delivery of the Youth Justice Plan
- 2.10. Ensuring the YOT's infrastructure needs is addressed.
- 2.11. The Management Board will at each Board Meeting scrutinize
- 2.12. The performance of the YOT against YJB national indicators
- 2.13. Using YOT management information to inform strategic planning and decisions aimed at preventing youth crime.
- 2.14. Ensuring the Youth Offending Service is adequately resourced, with equitable contributions from partner agencies including the use of pooled funds.
- 2.15. Ensure the YOT financial position is reviewed at each Board meeting,
- 2.16. Ensuring the YOT staff receives appropriate training and development opportunities to address any competence deficits.
- 2.17. Ensuring the children and young people with whom the YOT works have access to appropriate mainstream services.
- 2.18. Ensuring the provision of strategic links to cross cutting targets and objectives and overall local authority improvements.

- 2.19. Ensuring the dissemination of information to respective partnership organizations relating to key YOS messages, developments and multi-agency working arrangements.
- 2.20. Agreeing arrangements for reporting on the performance and resourcing needs of the YOT to local authority members, and other relevant bodies.
- 2.21. The board to be provided with the regular reports on CSSPI (Community Safeguarding and Public Protection Incidents) and High Risk cases and advise on partnership focused protective factors to manage risk.
- 2.22. Ensuring that the principle aim of preventing offending by children and young people is properly reflected in the work of the other related strategic partnerships and strategies e.g. The Children and Young People's Plan.
- 2.23. Ensuring that actions taken by each agency, which may positively or adversely affect the YOS in executing its primary aim are brought to the attention of the Board.
- 2.24. Ensuring that the YOS has appropriate access to mainstream children's services to meet the needs of children who offend, including those in custody.
- 2.25. The local authority will provide the administrative support for the Management Board. This will include financial, legal and health and safety advice and arrangements for the procurement of goods and services.
- 2.26. The youth offending service is ideally placed to coordinate activities in relation to youth crime prevention. The YOS aims to support key responsibilities of the local authority and partners including:
  - Community safety
  - Substance misuse reduction
  - Raising educational achievement
  - Improving mental health
  - Better outcomes for looked after children and corporate parenting
  - Preventative services for children at risk

### **3. Key objectives for the Management Board**

- 3.1. Examine and question performance data supplied by the YOS
- 3.2. Using YOS performance data to establish any areas of underperformance and to address these using a problem solving approach
- 3.3. Monitoring of CSPPI and recommendations of Critical Learning Reviews and further Local Management Reports (where appropriate).
- 3.4. Examination of the YOS case studies highlighting good practice and conversely areas that require development.

### **4. Key Performance Indicators:**

- Reduce the number of first time entrants to the CJS
- Reduce re-offending

- Reduce the number of young people receiving a conviction in court sentenced to custody
- Increase the number of young people engaged in suitable education, training or employment (ETE).

## 5. Links to other groups

It is recognized that the YOT is both a criminal justice agency and a children and young people’s service. Consequently the Board is accountable to the Safer Harrow Partnership Board for issues related to the management of youth crime and to the LB Harrow Children’s Safeguarding Board.

## 6. Review

The Board will review its terms of reference and membership on an annual basis.

## 7. Memberships

The YOT management board should comprise of senior representatives of the local authority chief executive and of chief officers from the statutory partners including: education, police, probation, housing and health. It is essential members of this group have sufficient seniority and authority to be able to commit resources to the YOS or wider youth crime prevention agenda and problem solve without having to refer back to their chief officer, though they will need to account properly to their own agency for their decisions.

Name	Role and organisation	Contact Details
Melissa Caslake	Divisional Director, Targeted Services Division, Children Services (Chair)	<a href="mailto:Melissa.Caslake@harrow.gov.uk">Melissa.Caslake@harrow.gov.uk</a>
Parmjit Chahal	YOT Service Manager,	<a href="mailto:Parmjit.Chahal@harrow.gov.uk">Parmjit.Chahal@harrow.gov.uk</a>
Aman Sekhon-Gill	Team Manager, YOT	Aman.Sekhon-Gill@harrow.gov.uk
David Harrington	Quality Assurance and Improvement Service Manager	David.Harrington@harrow.gov.uk
Claire Smart	Harrow BCU Commander (Metropolitan Police)	Claire.E.Smart@met.police.uk
Catherine	Associate Clinical Director	catherine.knights@nhs.net

Knight	of Harrow CAMHS	
Mike Howes	Assistance Director, Community Safety	Mike.Howes@harrow.gov.uk
Mike Herlihy	Legal Team Manager, Harrow Youth Court	hamlin.herlihy@talktalk.net
Farzana Aldridge	Harrow School Improvement Partnership Manager (for education & learning)	Farzana.Aldridge@harrow.gov.uk
Carol Flowers	PCT, Head of commissioning for children and families	carole.flowers@nhs.net
Marcia Whyte	Probation Service	Marcia.Whyte@london.proba- tion.gsi.gov.uk
Sarah Brimelow	Youth Justice Board	Sarah.brimelow@yjb.gov.uk
Ifeona Williams	Victim Support	Ifeoma.Williams@vslondon.org
Dan Burke	Voluntary Sector	dburke@ignitetrust.org.uk

In addition to the core membership, the Board will invite other partners who can make a significant contribution to the prevention and reduction of youth crime to attend meetings for specific issues as appropriate. This will include:

- Youth Justice Board
- Justices' Clerks for Young People
- Chief Housing Officers
- Connexions
- Director Learning and Skills Council
- FE Colleges
- Prison Service
- DAAT

## 8. Chairing Arrangements

8.1. Meetings of the Management Board will be chaired by the Divisional Director for Children's Service ('The Chair').

8.2. A Vice Chair will be appointed on an annual basis by resolution of the Management Board.

8.3. In the absence of the Chair, the Vice Chair shall chair a meeting of the Management Board.

**9. Attendance**

Each Board member will ensure that where they are unable to attend that a senior representative of the agency attends in their place.

**10. Schedule and Management of Meetings**

10.1. The YOT Management Board will meet monthly at the LB Harrow Civic Centre. These meetings may be supplemented by special meetings that may be called by the Chair for an appropriate reason or at the request of three members in writing.

10.2. The Chair and the Service Manager of the Youth Offending Team will determine the content of the agenda. However, any member or adviser may request by ten (10) working days before a meeting any item they wish to have on the agenda.

10.3. No decision shall be taken at a meeting of the Management Board unless a quorum is present.

10.4. A quorum is where there are three or more members (Example: Children Services, Chief Superintendent Harrow Police, Probation, Primary care trust)

Signed for and on behalf of:

The LB Harrow .....  
Date: 28.07.13

Authorised Signatory

Harrow Metropolitan Police .....  
Date: 28.07.13

Authorised Signatory

LB Harrow Probation Service .....  
Date: 28.07.13

Authorised Signatory

LB Harrow Primary Care Trust .....  
Date: 28.07.13

Authorised Signatory

## Schedule of YOT Improvement Board Meetings: 2013

28th June	Committee room 1 & 2
19 <sup>th</sup> July	Committee room 1 & 2
8th August	Committee room 1 & 2
20th September	Committee room 1 & 2
18th October	Committee room 1 & 2
22nd November	Committee room 1 & 2

### APPENDIX 3

#### YOUTH JUSTICE ACRONYMS

ABC	Acceptable behaviour Contracts	FiF	Families in Focus
ASBAG	Antisocial behaviour action group	ISS	Intensive supervision and surveillance programme
ASBO	Antisocial behaviour order	LAC	Looked after child (ren)
ASSET	The YOS assessment tool	MAPPA	Multi-agency public protection arrangements
BCU	Borough command unit	ONSET	An early prevention assessment tool
BIP	Behaviour improvement plan	PAYP	Positive activities for young people
BTP	British Transport Police	PSR	Pre-sentence report
CAF	Common assessment framework		
CAMHS	Child and adolescent mental health services		
CIN	Child (ren) in Need	YOIS	Youth offender information system
CJU	Criminal justice unit	PSR	Pre-sentence report
CPS	Criminal prosecution service	YOIS	Youth offender information system
CBS	Cognitive behavioral skills	ONSET	An early prevention assessment tool
DBS	Disclosure Barring Service		
CSF	Children, Schools & Families		
DAT	Drug action team		
YOI	Young offenders institution		